United Nations A/71/842

General Assembly

Distr.: General
20 March 2017

Original: English

Seventy-first session
Agenda item 159
Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

Contents

		Page
I.	Mandate and planned results	5
	A. Overall	5
	B. Planning assumptions and mission support initiatives	5
	C. Regional mission cooperation	17
	D. Partnerships, country team coordination and integrated missions	18
	E. Results-based-budgeting frameworks	19
II.	Financial resources	75
	A. Overall	75
	B. Non-budgeted contributions	76
	C. Efficiency gains	76
	D. Vacancy factors	77
	E. Contingent-owned equipment: major equipment and self-sustainment	77
	F. Training	78
	G. Disarmament, demobilization and reintegration	79
	H. Mine detection and mine-clearing services	79
	I. Quick-impact projects	80

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J. Other programmatic activities 80

III. Analysis of variances 81

IV. Actions to be taken by the General Assembly 86

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286 and 70/113 B and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly 87

A. General Assembly 87

B. Advisory Committee on Administrative and Budgetary Questions 93

Annexes

I. Definitions 98

II. Organization charts 100

III. Information on funding provisions and activities of United Nations agencies, funds and programmes 102

Map 106

Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) for the period from 1 July 2017 to 30 June 2018, which amounts to $1,077,552,000.

The budget provides for the deployment of 40 military observers, 13,249 military contingent personnel, 350 United Nations police officers, 1,570 formed police personnel, 824 international and 903 national staff, including 148 National Professional Officers and 2 positions funded under general temporary assistance, as well as 190 United Nations Volunteers and 19 government-provided personnel.

The total resource requirements for MINUSMA for the financial period from 1 July 2017 to 30 June 2018 have been linked to the Mission's objective through a number of results-based frameworks, organized by components (political reconciliation and implementation of the peace agreement; security stabilization, monitoring and supervision of the ceasefire and protection of civilians; promotion and protection of human rights and justice; return of the rule of law and recovery in central and northern Mali; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in levels of resources, both human and financial, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Category	*Expenditures (2015/16)*	*Apportionment[a] (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	358 350.5	369 148.6	451 940.9	82 792.3	22.4
Civilian personnel	143 077.9	142 288.6	154 775.7	12 487.1	8.8
Operational costs	421 765.4	421 973.8	470 835.4	48 861.6	11.6
Gross requirements	**923 193.8**	**933 411.0**	**1 077 552.0**	**144 141.0**	**15.4**
Staff assessment income	12 064.1	12 336.0	13 480.8	1 144.8	9.3
Net requirements	**911 129.7**	**921 075.0**	**1 064 071.2**	**142 996.2**	**15.5**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**923 193.8**	**933 411.0**	**1 077 552.0**	**144 141.0**	**15.4**

[a] The Security Council, by its resolution 2295 (2016), increased the force levels of MINUSMA to 13,289 military personnel and 1,920 police personnel. The approved resources for the maintenance of the Mission under the terms of General Assembly resolution 70/113 B included no provisions for the additional 2,049 military and 480 police personnel for the 2016/17 period.

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2016/17	–	–	–	–	89	74	–	31	–	**194**
Proposed 2017/18	–	–	–	–	96	76	–	31	–	**203**
Components										
Political reconciliation and implementation of the peace agreement										
Approved 2016/17	–	–	–	–	33	19	–	14	–	**66**
Proposed 2017/18	–	–	–	–	36	19	–	14	–	**69**
Security stabilization, monitoring and supervision of the ceasefire and protection of civilians										
Approved 2016/17[d]	40	13 249	380	1 540	56	91	–	13	–	**15 369**
Proposed 2017/18	40	13 249	350	1 570	56	91	–	13	–	**15 369**
Promotion and protection of human rights and justice										
Approved 2016/17	–	–	–	–	37	39	–	25	–	**101**
Proposed 2017/18	–	–	–	–	37	39	–	25	–	**101**
Return of the rule of law and recovery in central and northern Mali										
Approved 2016/17	–	–	–	–	32	34	–	15	16	**97**
Proposed 2017/18	–	–	–	–	32	34	–	16	19	**101**
Support										
Approved 2016/17	–	–	–	–	480	557	2	84	–	**1 123**
Proposed 2017/18	–	–	–	–	565	644	2	91	–	**1 302**
Total										
Approved 2016/17	40	13 249	380	1 540	727	814	2	182	16	**16 950**
Proposed 2017/18	40	13 249	350	1 570	822	903	2	190	19	**17 145**
Net change	**–**	**–**	**(30)**	**30**	**95**	**89**	**–**	**8**	**3**	**195**

[a] Represents highest level of authorized/proposed strength.

[b] Includes National Professional Officers and national General Service staff.

[c] Funded under general temporary assistance.

[d] The Security Council, by its resolution 2295 (2016), increased the force levels of MINUSMA to 13,289 military personnel and 1,920 police personnel. The approved resources for the maintenance of the Mission under the terms of General Assembly resolution 70/113 B included no provisions for the additional 2,049 military and 480 police personnel for the 2016/17 period.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established by the Security Council in its resolution 2100 (2013) of 25 April 2013. The most recent extension of the mandate was authorized by the Council in its resolution 2295 (2016) of 29 June 2016.

2. The Mission is mandated to help the Security Council achieve the overall objective of long-term peace and stability in Mali.

3. As part of that overall objective, MINUSMA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are grouped by components: political reconciliation and implementation of the peace agreement; security stabilization, monitoring and supervision of the ceasefire and protection of civilians; promotion and protection of human rights and justice; return of the rule of law and recovery in central and northern Mali; and support.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSMA, in terms of the number of personnel, have been attributed to the individual components with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the 2016/17 budget, including reclassification, have been explained under the relevant components.

5. The Mission, with its headquarters established in Bamako, is headed by a Special Representative of the Secretary-General at the level of Under-Secretary-General, assisted by a Deputy Special Representative of the Secretary-General (Political) and a Deputy Special Representative of the Secretary-General for Peace Consolidation (Resident Coordinator/Humanitarian Coordinator), both at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the Assistant Secretary-General level and a Deputy Force Commander at the D-2 level, while a Police Commissioner, also at the D-2 level, heads the civilian police component of the Mission, along with a Deputy Police Commissioner at the D-1 level.

B. Planning assumptions and mission support initiatives

6. One year after the signing of the peace agreement, the pace of its implementation remains slow and, at times, unpredictable. Inter- and intracommunity issues, such as tensions and long-standing rivalries leading to confrontations between various community groups, continue to weaken the trust between the parties and hamper any positive momentum towards its effective implementation. Meanwhile, the security environment has been deteriorating in the central areas, with an increased number of attacks against Malian authorities, particularly in the form of violent extremism, and against civilians, mostly in the form of banditry. In the absence of Malian authorities in most of the northern regions of Mali, MINUSMA remains the main target of violent extremist attacks and continues to suffer regular and significant casualties.

7. Upon the signing of the peace agreement in June 2015, the Agreement Monitoring Committee was established in an effort to expedite the implementation of the agreement. After its establishment, the Committee faced several challenges, as the peace process remained at a stalemate. The lack of consensus regarding intertwined organizational matters (membership and budget issues) and the lack of tangible political progress by the National Committee for the Coordination of the Implementation of the Peace Agreement, established by the Government in July 2015 to coordinate government action, hindered the work of the Agreement Monitoring Committee. Notwithstanding the mediation efforts of Algeria, supported by MINUSMA, to create new momentum for the peace process through the holding of a high-level meeting in Algiers on 18 January 2016, it was only after the resolution of the outstanding matters relating to the Committee's organization — including the decision to provide for indemnity for the representatives of the signatory movements represented on the Committee — that the parties began to engage on substantive matters. Following intensive contacts between the parties in the first half of 2016 and intense efforts by the international mediation, including MINUSMA, an entente was eventually signed, on 19 June, setting forth the modalities and the timetable for the installation of interim authorities and the commencement of the Operational Coordination Mechanism and mixed patrols in the northern regions of Gao, Timbuktu and Kidal. This was followed by the appointment of a High Representative of the President for the implementation of the peace agreement, to lend new impetus to the peace process in lieu of the National Committee for the Coordination of the Implementation of the Peace Agreement. Following months of disagreement, another high-level meeting of the Agreement Monitoring Committee, held on 10 February 2017 in Bamako, created new momentum and led to consensus among the parties, including on new timelines and the nomination of interim authorities. The first mixed patrol was carried out in Gao on 23 February, and the installation of interim authorities began in Kidal on 28 February and in Gao and Ménaka on 2 March.

8. The first year of the implementation of the peace process has also been affected by the prevailing situation of growing insecurity in the north. Violent attacks against the camps and convoys of the Malian armed forces, as well as against the local population and local authorities perceived to be informants of State and international forces in northern and central Mali, with isolated terrorist incidents recorded in the capital, Bamako, and Sikasso, have been attributed to violent extremist groups. In particular, the centre of the country, the Mopti and Segou regions, has seen a marked increase in the number of terrorist incidents. Banditry and other types of crime, along with an increase in activities by violent extremist groups, are also increasingly undermining stability. MINUSMA has become a target of choice for the latter groups, with attacks carried out on MINUSMA patrols, convoys and camps, as well as on the Malian Defence and Security Forces and Opération Barkhane. The qualitative improvement in the capabilities of violent extremist groups and their freedom of movement pose considerable challenges to stabilization efforts and to the deployment of MINUSMA itself. Both the level of instability and the nature of security threats vary considerably across northern and central Mali. Although comprehensive stabilization efforts are ongoing in Timbuktu, Gao and Mopti as a direct result of the presence of State authorities, the Mission and the United Nations country team, terrorist attacks are being carried out in close proximity to and even within those major towns. Large swathes of territory outside those towns also represent a growing challenge for the conduct of mandated protection-of-civilians activities, owing to the constant threat of terrorist activity.

9. Underpinning the Mission's budgetary assumptions for the period 2017/18 are: (a) the implementation of the peace agreement of 20 June 2015; (b) the Mission's

mandate as reaffirmed by the Security Council in resolution 2295 (2016); (c) the conclusions of the strategic review conducted in 2016, as contained in the report of the Secretary-General on the situation in Mali (S/2016/498), of 31 May 2016; and (d) the United Nations Peacebuilding and Development Assistance Framework for the period 2015-2019.

10. In that context, MINUSMA will focus on: (a) the political aspects of the peace agreement ensuring inclusivity in the peace process, in particular by supporting the interim authorities, facilitating the gradual restoration and extension of State authority and supporting elections; (b) improving the security situation in northern Mali by strengthening the security mechanisms of the peace agreement, including through the continuation of the cantonment and disarmament, demobilization and reintegration processes, and supporting the Operational Coordination Mechanism and mixed battalions as well as the redeployment of the Malian Defence and Security Forces in northern and central Mali; (c) building a sustainable peace through early recovery activities carried out in close collaboration with the United Nations country team and MINUSMA; (d) strengthening its presence and its activities in northern and central Mali, in particular by reinforcing the newly established office in Ménaka and increasing the troop presence in Mopti; and (e) continuing to provide efficient support for the implementation of the Mission's mandate, including by fully establishing a Supply Chain Management pillar, establishing Gao as the main distribution hub for Sector East and Sector North, and improving camp protection services in Kidal and Gao and aviation services in Tessalit, Kidal, Gao, Timbuktu and Mopti.

11. A number of assumptions relating to the political and security situations in Mali apply to the period 2017/18. At the political level, they include the following: (a) international and regional actors will remain supportive of the Mission's key role of supporting and overseeing the implementation of the peace agreement, in particular by heading the secretariat of the Agreement Monitoring Committee; (b) an Algerian-led, challenging peace process will continue; (c) alliances between and within armed groups will be dynamic and region-specific; and (d) intercommunity tensions will not subside.

12. On the security front, the assumptions are the following: (a) the capacity of the Government of Mali to ensure security will need substantive support in order to improve significantly; (b) parties will not necessarily abide by the strictures of the various ceasefire agreements; (c) the level of violence will remain high in the central regions; (d) MINUSMA camps and convoys will continue to be targeted by increasingly sophisticated and complex attacks, with attendant risks; (e) Opération Barkhane will remain in its present role in the region, and the European Union Training Mission will have an increased presence in the north; (f) despite the risk mitigation measures implemented by MINUSMA, casualties due to hostile acts will be unavoidable; and (g) while MINUSMA will receive additional military and police personnel, shortfalls will remain in respect of United Nations standards for readiness and equipment.

13. During the period 2017/18, MINUSMA will remain closely involved in supporting the implementation of the peace agreement and will advocate inclusivity in the peace process, including with respect to women and young people. Regular interaction with the Government and signatory armed groups through the good offices of the Special Representative of the Secretary-General to ensure the coherent institutional implementation of the peace agreement and the implementation of its provisions in an integrated manner within a time frame agreed upon by all parties will be key. Following the holding of the national reconciliation conference, the Mission will strive to ensure the continued involvement of all parts of the

population, notably young people, women and marginalized people, in order to facilitate the needed transformation to a sustainable peace in Mali. MINUSMA will continue to carry out sensitization activities with Malian stakeholders, including parliament, ministries, political parties, traditional and religious leaders, media organizations and civil society organizations, to raise awareness of and build confidence in the peace agreement, including during the interim administration. Through its field presence, MINUSMA will promote and support dialogue and confidence-building measures at the regional, municipal and community levels in Mali to raise awareness of and confidence in the peace process and to help manage expectations of it.

14. The role of the Truth, Justice and Reconciliation Commission and the establishment of an international commission of inquiry will be important in promoting national reconciliation, ending the cycle of impunity and strengthening the rule of law. By 2017/18, it is expected that the international commission of inquiry and the Truth, Justice and Reconciliation Commission will be fully established and functioning, although still requiring assistance from the Mission, particularly in carrying out their work in the regions.

15. In line with resolution 2295 (2016), the Mission will continue to support the effective restoration and extension of State authority and the rule of law. As part of the strategic priority of supporting the implementation of the peace agreement, particular focus will be placed on the provisions relating to the gradual and inclusive restoration and extension of State authority. To that end, MINUSMA will continue to support the interim authorities by providing technical assistance, planning support and security. With regard to the new regions, Ménaka will require the long-term physical presence of substantive components to support the restoration of State authority, while Taoudenni, which is characterized by a nomadic population, will be supported from Timbuktu.

16. An effective presence of State authority necessitates the deployment of police, justice and corrections institutions to protect the population and safeguard the rule of law. In that regard, the Mission will also support the roll-out of the peace agreement in the regions, including the work of the Truth, Justice and Reconciliation Commission in the north, justice and corrections reform and the operationalization of the newly established regions of Ménaka and Taoudenni. Support for these and other northern and central regions will necessitate the concomitant expansion of the Mission's presence and the mobilization of the resources required to support the deployment of State authorities, reinforcing the delivery of public services and supporting democratic governance, to strengthen the State's presence and acceptance through dialogue, conflict resolution and the participation of civil society. The delivery of basic services legitimizes the Government, and the Mission should support it in developing a plan that includes clear benchmarks.

17. According to the new electoral calendar published by the Government on 7 February 2017, the organization of elections in Mali will include regional and local elections to be held on 28 May 2017, with regional elections and the constitutional referendum scheduled for 9 July 2017. Presidential elections will be held in July 2018 and legislative elections in November 2018. However, given past experience and the situation on the ground, the regional and local elections could be held in the second half of 2017. Owing to the volatile security environment and the expectations of political stakeholders and civil society, MINUSMA is expected to support, within its resources and its areas of deployment, the conduct of inclusive, free, fair and transparent local elections as well as a constitutional referendum, including by providing appropriate logistical assistance and security arrangements, in accordance

with the peace agreement. MINUSMA will assist the Government in carrying out legal reforms and establishing electoral districts in the newly created regions.

18. The Mission will also focus on supporting the cantonment and disarmament, demobilization and reintegration processes, which will be key for contributing to the creation of a secure environment. While disarmament, demobilization and reintegration, including community violence reduction projects, provide short-term livelihoods for ex-combatants and community members, MINUSMA encourages the Government and the international community to provide longer-term and sustainable peace dividends linked to the national development plan for the north. Together with the cantonment and disarmament, demobilization and reintegration processes, the Mission will continue to support the establishment of the Operational Coordination Mechanism and the mixed units so that the Mechanism can be operational in the Timbuktu and Kidal regions.

19. Supporting security sector reform, including sector-wide initiatives, democratic oversight, border management and the redeployment of reconstituted and reformed Malian Defence and Security Forces, will be another key priority for MINUSMA during the period 2017/18 and will also be crucial for its eventual exit. If progress is made in the implementation of the peace agreement, it appears likely that some units of the Forces could be redeployed to the central and northern regions. MINUSMA is of the view that, as a result of the training programme led by the European Union Training Mission, parts of the Malian Defence and Security Forces, and in particular parts of the Malian armed forces, can be declared sufficiently reformed to consider redeployment to the north. However, MINUSMA is still uncertain as to when the Defence and Security Forces will actually be ready to redeploy, given the status of their equipment, sustainment and camps, and as to whether the movements, in particular the Coordination des mouvements de l'Azawad coalition of armed groups, are willing to accept the return of the Defence and Security Forces in those regions. While the European Union Training Mission will remain largely responsible for training, the primary task of the MINUSMA force will be to support the actual deployment of Malian armed forces units to the north, including the eventual handover of some United Nations bases, as appropriate.

20. Under its new mandate, the Mission is tasked with anticipating and deterring threats and taking robust measures to counter asymmetrical attacks against civilians or United Nations personnel. Acting more robustly and proactively and directly countering threats will require that the force have the necessary capabilities and that due consideration be given to managing the expectations of the Government and the population in this regard, in both practical and legal terms. The main shortfalls are in the following areas: air assets (attack and military utility helicopters), complex manoeuvre capabilities, explosive ordnance disposal capability, counter-improvised explosive device teams, special forces and intelligence capabilities, especially human and tactical intelligence.

21. The protection of civilians will remain another Mission priority. In cases in which the Government or the interim or de facto authorities are unable or unwilling to protect civilians under the threat of physical violence, or government forces themselves pose a threat to civilians, MINUSMA peacekeepers are obliged to provide such protection within their capabilities and in their areas of deployment, including through active and effective patrolling and by preventing the movement or return of armed elements to areas where civilians are at risk. This may include engagement in offensive operations in response to serious and credible threats, as mandated by the Security Council. In addition to the use of force, the Mission will prevent and respond to physical violence against civilians through reinforcement of the protective environment (through disarmament, demobilization and reintegration,

security sector reform, explosive threat mitigation, quick-impact projects, projects financed by the Peacebuilding Fund, and cooperation with and support for humanitarian and development actors) and through dialogue and other types of engagement with political actors and communities to impress upon them the importance of respecting and proactively protecting civilians within the framework of the peace process.

22. The Mission will continue to deliver peace dividends on the ground by allocating both quick-impact project funds and resources of the Trust Fund in Support of Peace and Security in Mali on a sustained basis (donors have expressed their continued interest in supporting the Trust Fund) as the Peacebuilding Fund prepares its second phase of funding of integrated projects. The fast pace required for these activities necessitates an effective presence on the ground, including stabilization and recovery personnel, as well as stronger coordination with United Nations agencies to deliver on key projects and programmes. It also requires support for the interim authorities, in particular their capacity to deliver basic needs and develop local development plans. Since its establishment, the Trust Fund has received some $36.5 million in donor contributions, against which expenditure of some $19.4 million has been incurred, for an unutilized balance of $17.1 million.

23. The Mission will also mobilize partners internationally and regionally, including by engaging in cooperation with multilateral development banks and providing information about the resources coming from key donors so as to encourage the replenishment of funds. The need for stronger resource mobilization capacity is apparent, as national plans highlight major investment requirements for the north, especially the specific development strategy for that region, while the population's demand for peace dividends continues to increase. Monitoring and evaluation also need to be strengthened, as well as regular reporting to donors, the Government, the Peacebuilding Support Office and the Secretary-General. Moreover, additional adjustments are planned as MINUSMA resources for programmatic activities are utilized, in cooperation with United Nations agencies, for the delivery of peace dividends.

24. The efficient division of tasks between the United Nations country team and the Mission through enhanced integration and coordination mechanisms will facilitate joint programming, joint missions and joint analysis with respect to the Sustainable Development Goals, on which the Government is currently placing priority. The Office of the Resident Coordinator, in coordination with the United Nations country team, will maintain thematic working groups for the United Nations Peacebuilding and Development Assistance Framework and its related technical groups. This also requires that planning capacity be strengthened in an integrated manner so that early recovery and United Nations country team matters can be more closely coordinated with the Mission's overall planning.

25. The Mission has constantly reassessed its security measures against evolving threats in order to ensure appropriate adjustments that are commensurate with the risks and weaknesses identified. It has established passive security measures in the form of Hesco Bastions and T-walls, closed-circuit television systems and bunkers or boom gates at the main entrances to its premises. New procedures introduced include searches by canine explosive-detection teams not only at the gates of the various premises, but also at the airports, which were particularly targeted in recent attacks. The Mission deploys quick-reaction forces and conducts joint exercises among various components (United Nations security, United Nations police and the MINUSMA force) as well as evacuation exercises for civilian staff to improve response capacities and reactions to major incidents. First aid training is conducted for staff along with the mandatory Safe and Secure Approaches in Field

Environments training. MINUSMA, through the United Nations Mine Action Service, deploys significant assets to improve the overall security for the Kidal and Gao camps and convoys through such measures as: (a) providing mine-protected vehicles to troop-contributing countries, mainly for explosive ordnance disposal companies; (b) setting up ground alert systems in Gao and Kidal (10 are now fully operational); (c) deploying canine explosive-detection teams in Gao, Timbuktu and Kidal, to be followed in the near future by Mopti and Bamako (for camp entrances and airports); and (d) the installation of electronic countermeasure assets on mine-protected vehicles. In order to improve the protection of MINUSMA installations such as the airfields, the MINUSMA force has reviewed and improved the joint integrated defence plans, in coordination with other stakeholders (the Department of Safety and Security, the Malian armed forces and Opération Barkhane).

26. Among the new technological measures used to improve the security of MINUSMA personnel are: (a) increasing the coverage and capacity of the Tetra network to allow more users to connect simultaneously; (b) implementing MOTO tracking (an electronic vehicle locator), which allows security personnel to track vehicles; (c) implementing high-frequency vehicle tracking for long-distance convoys not reached by ultra-high-frequency equipment; (d) deploying a Short Message Service server with the capacity to send 6,000 messages in 15 minutes, to be used by security personnel; (e) setting up infrastructure for the streaming of unmanned aerial vehicle video from Timbuktu to Bamako and other locations; (f) using Jotron technology for aviation applications (centralized ground-to-air flight control with recording capabilities); (g) establishing network links to the living quarters of key personnel (in Bamako and the regions) so that they can work at home if necessary after hours or during periods of restricted movement; and (h) installing a closed-circuit television camera at the residence of the Special Representative of the Secretary-General.

27. Other projects in the pipeline include: (a) the installation of interoperable, interconnecting radio systems between MINUSMA and United Nations agencies with a presence in Mali; (b) the implementation of Track24 Global Positioning System personnel tracking, installed on mobile phones and including a panic button for emergency situations; (c) the deployment of an alarm and/or public address system that will have an interface with the GA10 radar system in Kidal, thus enabling staff to be better informed of impending attacks; and (d) the establishment of operational and technical requirements for camp security in Gao by mid-February 2017.

28. The Mission will also focus on: (a) providing support to an increased number of uniformed personnel, including 2,049 additional military and 480 additional police personnel, including one specialized intervention team of 30 personnel authorized by the Security Council in resolution 2295 (2016) to be deployed in Bamako, Douentza, Goundam and Ménaka; (b) establishing an additional supply route in order to establish and consolidate the main logistics supply chain and support hub in Gao; and (c) supporting interim authorities in two new regions, including by setting up two new regional offices, in Taoudenni and Ménaka. Consideration has also been given to the geographical balancing of the Mission to ensure a lighter footprint in Bamako and a stronger regional presence of both substantive and support components while ensuring the realignment of MINUSMA logistics support efforts with the required level of personnel. The Mission expects that its police deployment will include a 30-member special intervention team that will be deployed as part of a formed police unit in Bamako. Owing to the Mission's major reliance on air transportation, improving its aviation infrastructure has become a priority. Major planned projects in that regard include: (a) the relocation of the runway in Kidal following the destruction of the existing facility, to provide reliable logistical support and troop rotation by fixed-wing aircraft, estimated at

$0.68 million; (b) the extension of the apron at the Gao airport to allow for parking of the United Nations air fleet in order to facilitate the deployment of air assets (fixed-wing and rotary-wing aircraft and unmanned aerial systems), at an estimated cost of $1.7 million; (c) the finalization and implementation of the runway rehabilitation project in Gao during the first half of the period 2017/18; (d) the extension of the apron at the Mopti airfield and the installation of a hangar maintenance facility, to facilitate and increase the operability of the quick-reaction force at Mopti, at an estimated cost of $1 million; and (e) the renovation of the apron at the Bamako airport to facilitate the parking of the United Nations air fleet, required as a result of air safety concerns.

29. The completion of the ongoing construction projects requires the provision of prefabricated structures to permit the finalization of the building projects being carried out at various supercamps and minor camps so that they can be fully operational and meet the required standards for security and living conditions. The provision of blast-resistant walls, mainly Hesco Bastions, is needed in the light of the increased security risk posed to and frequent attacks on MINUSMA facilities. Other required security infrastructure improvements include perimeter fencing, access control points and vertical and overhead protection of accommodations and offices. MINUSMA will also complete the camp extension projects begun in Gao, Kidal, Mopti and Timbuktu in 2016/17 as a result of the deployment of additional personnel to the Mission. The delays in construction projects that occurred mainly in northern Mali were due to the volatile environment and hostile security situation there. Delays in the delivery of prefabricated structures led to delays in the overall completion of the projects. However, construction is moving ahead, with many projects in the final stage of completion. In line with phase II of the aviation infrastructure programme, the helicopter landing sites in Kidal and Timbuktu have been completed, while the Gao runway rehabilitation project is at the contractual stage. MINUSMA will continue to contract for preventive maintenance and repair services to ensure that facilities and access roads remain operational.

30. With the major construction projects being completed, the focus will gradually shift towards the facility maintenance programme, which will also include the outsourcing of the majority of camp services, such as solid and liquid waste disposal, gardening and vegetation control.

31. It is expected that the road transport of assets and commodities within the Mission's area of responsibility will continue to be difficult, owing to the harsh environment, weather conditions, existing infrastructure and security threats to the major supply routes in Sector North. The security situation in northern Mali will continue to require the use of military convoy escorts for resupply convoys, especially for the build-up outside major hubs.

32. In order to support the increased numbers of military and police personnel deployed, the Mission will be required to significantly expand its current flight schedule and maintain air operations in multiple deployment locations. Its priorities with respect to air transportation and tactical air support will be met by 38 manned (9 civilian/military fixed-wing and 29 rotary-wing) and 46 unmanned (43 military and 3 commercial) aerial vehicles. This includes six additional helicopters, comprising two aeromedical evacuation/search-and-rescue specialized helicopters already deployed to Timbuktu and Kidal, two medium utility helicopters to provide additional logistical support and two medium utility helicopters to be deployed with the quick-reaction force. However, the critical lack of air assets, especially night-capable attack helicopters and utility helicopters, will continue to place a serious burden on current resources and capacities.

33. MINUSMA will continue to maintain its fleet of utility helicopters to ensure freedom of movement, troop insertion/extraction, adequate casualty and medical evacuation response and the provision of air transportation services for personnel and critical cargo. In that regard, MINUSMA will focus on replacing the night-vision goggles-capable helicopters that are planned to be withdrawn from the Mission. Furthermore, attack helicopters are critical to the operational capabilities of MINUSMA, and the Mission will continue to work with Headquarters to ensure that those assets are operationally available in accordance with the concept of operations.

34. Requirements for medical services are expected to remain high owing to the security and environmental conditions in northern Mali and the expansion of the area of operations. Therefore, during the period 2017/18 there will be a need to establish a new United Nations-owned level I clinic in Ménaka. Furthermore, a contractual arrangement with a commercial level II hospital in Niamey is being pursued with a view to improved medical services for staff based along the new supply route. This will result in a reduction in flight time for the evacuation of critically injured personnel from Gao and/or Ménaka to a level II facility compared with the current arrangements for evacuation to Bamako and/or Dakar. MINUSMA will also maintain the enhanced level I clinic in Bamako and the existing level I facilities in Gao, Kidal, Mopti and Timbuktu.

35. During the period 2017/18, MINUSMA will continue to experience challenges to the maintenance of stable communications lines along the main supply routes. This is attributable to general conditions in the country, including the limited development of the local and national telecommunications infrastructures. Accordingly, the Mission foresees the need to further improve the performance of the wide area network (WAN) in terms of bandwidth capacity and architecture, not only to meet the near-term demand for faster electronic transactions, but also to address the longer-term projected increase in business traffic across the board. Expenditure for commercial communications will be a standard requirement for the next five years to permit a focus on scalable solutions that will support various mandated activities.

36. In response to the Mission's expansion, regional offices will be supported with the opening of two additional transport workshops, in Ménaka and Tessalit, and the enhancement of the transport workshop in the Gao logistics hub.

37. Since 2015, MINUSMA has managed its support in the Ménaka region through its Gao regional office and a permanent military camp in the town of Ménaka. With the establishment of Ménaka as a full-fledged region and the appointment of its Governor, the Mission intends to scale up its presence there through the opening of a field office in Ménaka. The office will enable the Mission to better support the implementation of the peace agreement and the restoration and gradual extension of State authority in the region. Moreover, the permanent integrated field presence will also allow for better coordination with the humanitarian actors who are active in the area.

38. To strengthen the gender architecture of MINUSMA, and in response to the results of the 2015 high-level review and global study on the implementation of Security Council resolution 1325 (2000), recommended by the High-level Independent Panel on Peace Operations and requested by the Security Council in its resolution 2242 (2015), the Gender Affairs Advisory Unit will be realigned with the Office of the Special Representative of the Secretary-General. The Senior Gender Adviser will support and advise the Special Representative in the mainstreaming of gender as a cross-cutting issue throughout the Mission, including the military and police components, the substantive sections and mission support.

39. In resolution 2295 (2016), the Security Council requested the Secretary-General to enhance cooperation between MINUSMA, the United Nations Office for West Africa and the Sahel (UNOWAS) and Member States in the region as well as regional security initiatives, notably the Group of Five for the Sahel (G-5 Sahel) and the African Union Nouakchott Process. During the period 2017/18, MINUSMA will increase its coordination with the G-5 Sahel, in particular through the integration of liaison officers at the MINUSMA office in Bamako. The Mission will also assist Malian authorities in contributing to the regional force of the G-5 Sahel.

40. The Culture Unit, which was formerly part of the Environmental Unit in the Office of the Director of Mission Support, will be realigned with the Office of Stabilization and Early Recovery in the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator). This will improve internal and external communications and will benefit from and contribute to the interaction of the Office of Stabilization and Early Recovery with the United Nations country team, in particular the United Nations Educational, Scientific and Cultural Organization (UNESCO).

41. To support the integration of HIV/AIDS concerns into MINUSMA and improve the collaboration among the Mission's relevant components, the United Nations country team and humanitarian actors, the HIV/AIDS Unit will be realigned with the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator).

42. During the period 2016/17, the Mission Support Division of MINUSMA began the implementation of a new organizational structure in line with the global field support strategy and the recommendations resulting from the civilian staffing review. The staffing and organizational changes made are regularized for the period 2017/18. The new model envisages three support pillars under the overall supervision of the Director of Mission Support: the Deputy Director of Mission Support, Supply Chain Management and Service Delivery. The heads of each of the pillars would be at the D-1 level, including the establishment of 1 post of Chief of Supply Chain Management (D-1).

43. During the period 2017/18, MINUSMA will finalize the implementation of the new supply chain concept. Plans call for two main supply chain hubs, in Bamako and Gao, and three minor outlets, in Mopti, Timbuktu and Kidal. MINUSMA will move the focus of its logistics to Gao, developing a larger logistics base there in order to shorten supply lines and provide more responsive support to customers in remote regions. Incoming shipments will be consigned directly to Gao, thereby avoiding the costly and time-consuming process of transhipments in Bamako. The reduced distances of road travel and the reduced handling in Bamako are seen as major cost-saving measures. Logistical capacities will be transferred from the logistics base in Bamako to the end-state locations either in Gao or at the Mission's main operational base at the Bamako airport, with the existing logistics base closed by the end of the period.

44. Also in 2017/18, MINUSMA expects to further consolidate the shift of its strategic resupply operations from the Dakar-Bamako-Gao to the Cotonou-Niamey-Gao route in an effort to diversify its supply lines and establish a more direct and cost-effective alternative to the current system. The use of the Cotonou-Niamey-Gao supply route, which was planned for the period 2016/17, is expected to be fully established in 2017/18 and has been agreed upon among the Governments of Benin and the Niger, MINUSMA and United Nations Headquarters.

45. Niamey will also be instrumental in the implementation of rotation plans in 2017/18, in conjunction with Mopti and Timbuktu. Furthermore, the decentralization

of troops and formed police deployment/rotation operations, with a shift of the strategic airlift centre from Bamako to the Timbuktu, Mopti, Tessalit and Niamey airports, to be replaced by the Gao airport once its runway has been opened, will reduce the flight time associated with inter-mission movement.

46. Additional efficiencies are projected for the period 2017/18 owing to the greater accessibility and availability of corporate business applications, such as Umoja, the Field Support Suite and others, through the planned increase in commercial very small aperture terminal Internet bandwidth by way of the International Society of Aeronautical Telecommunications and/or low-latency satellite-based system. This will not only enhance collaboration, but also potentially lead to a reduction in the travel of staff members through the increased use of videoconferencing. Meanwhile, the introduction of SafeCom services compels all end users to utilize the Mission's printing resources more judiciously and should result in savings from the reduced maintenance of printer equipment and less demand for toner cartridges and paper.

47. Therefore, during the period 2017/18, the Mission will seek efficiency gains totalling $3,243,800, including Umoja benefits realization ($587,500), owing to the automation of payroll processes following the launch of cluster 5, which has resulted in the abolishment of four Field Service posts and one national General Service post.

48. The deployment of an Intelligence, Surveillance and Reconnaissance Unit in Gao under a pro bono letter of assist/memorandum of understanding with the contributing Government will permit the use of an unmanned aerial system (Heron 1) at no cost to MINUSMA.

49. The proposed civilian staffing establishment of the Mission will comprise 1,936 personnel, including 824 international and 903 national staff, 190 United Nations Volunteers and 19 government-provided personnel. It reflects the establishment of 198 posts and positions (1 D-1, 6 P-5, 18 P-4, 15 P-3, 1 P-2, 59 Field Service, 4 National Professional Officer, 86 national General Service and 8 United Nations Volunteer) as well as 3 government-provided personnel, the abolishment of 5 posts and 1 position (5 Field Service and 1 national General Service), the redeployment of 147 posts and positions (1 P-5, 1 P-4, 6 P-3, 48 Field Service, 5 National Professional Officer, 66 national General Service and 20 United Nations Volunteer), the reassignment of 12 posts and 1 position (2 P-5, 1 P-4, 2 Field Service, 1 National Professional Officer, 6 national General Service and 1 United Nations Volunteer) and the reclassification of 1 post (1 P-4).

50. The estimated resource requirements for the maintenance and operations of the Mission during the period 2017/18 represent a 15.4 per cent ($144,141,000) increase compared with the 2016/17 budgetary level.

51. The 2017/18 cost estimates reflect increases in resource requirements with respect to: (a) military and police personnel, owing to the expansion in the Mission's military and police components by the Security Council in resolution 2295 (2016), by which the Council expanded the military strength by 2,049 personnel to an authorized level of 13,289, compared with the level of 11,240 on which the 2016/17 cost estimate was based, and by 480 police personnel to a level of 1,920, compared with the previously authorized strength of 1,440, which formed the basis for the 2016/17 approved resources, as well as to the increase in the rate of reimbursement to troop-contributing countries to $1,410 per person per month effective 1 July 2017, approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 for the 2016/17 period; (b) civilian personnel, owing to the proposed net increase in the civilian staffing establishment

by a total of 198 posts and positions, comprising 100 international and 90 national posts and 8 United Nations Volunteer positions, as well as 3 government-provided personnel; and (c) operational costs, owing to the expansion of the Mission with the planned deployment of six additional rotary-wing aircraft and higher levels of flight-hour utilization, and the acquisition of prefabricated facilities for the implementation of the Mission's construction master plan, including the establishment of various headquarters and regional offices, the extension and/or refurbishment of several camps and the construction of logistics facilities, compounded by increased prices under the systems contract, and the costs of utilities and waste disposal services as a result of greater use of outsourcing contracts for the management of solid, biomedical, wastewater and sludge wastes in order to comply with the Mission's environmental impact mandate and United Nations environmental policies.

52. The budget also includes $55 million for the Mine Action Service and $20.9 million for programmatic activities, comprising $12 million for disarmament, demobilization and reintegration and community violence reduction and $4.9 million for other programmatic activities in the areas of human rights and stabilization and recovery, as well as $4 million for quick-impact projects.

53. MINUSMA has been taking action to improve the health and safety of its personnel, reduce any harmful environmental impact on the local population and the local environment and manage the public perception of the Mission.

54. To date, MINUSMA has acquired a total of 48 wastewater treatment plants. The modules are being installed at six major camps (the Timbuktu camp (12), the Gao camp (12), the Kidal camp (12), the Tessalit camp (8), the Bamako main operational base (2) and the Bamako military camp (2)). The Mission proposed the purchase of 10 additional wastewater treatment plants in the period 2016/17, to be installed in the Mopti camp (6 plants) and the Ménaka camp (4 plants). Their installation is expected to be completed in 2017/18.

55. An integral part of the sustainable waste and wastewater management policy of MINUSMA is the use of outsourced contracts for environmentally compliant solid and biometrical waste collection and disposal, wastewater and sludge collection, transportation and treatment, hazardous waste services and the installation of five small-capacity incinerators by the Mission.

56. During the period 2017/18, MINUSMA will continue to conduct environmental awareness and vehicle idling campaigns and make use of the fleet management vehicle tracking system to better monitor the idling of vehicle engines.

57. The Mission will also continue to maximize the use of renewable energy sources to generate power for its technology assets through key measures already in place in 2016/17, such as further virtualization of its servers and the use of solar panels to generate power for all existing equipment rooms. In 2017/18, the air conditioning units for equipment rooms will be connected to renewable energy grids.

58. During the period 2017/18, the full deployment of the authorized aviation fleet will be imperative to ensure the implementation of the Mission's revised mandate. The partial deployment of critical aviation assets, as experienced in 2016/17, would compromise the timeliness and adequacy of support for mandated activities and tasks.

59. With the increased number of military and police personnel, the pressure on the Mopti, Timbuktu, Tessalit and Niamey airfields will continue for as long as the runway rehabilitation work under way at the Gao airfield prevents its use for direct United Nations-chartered rotation flights.

60. The lack of self-sustainability of troop-contributing country level I clinics (with only 16 of 31 compliant with United Nations standards as at June 2016) and the knowledge and skill levels of their personnel continue to be a source of concern and to place additional burdens on United Nations-owned medical facilities. Other possible contributing factors in that regard are unexpected requests from humanitarian actors and/or the host Government for the provision of medical support to Malian citizens in the context of military or other operations, as well as lack of progress in closing the capability gaps of existing and future troop-contributing and police-contributing countries. The availability of sufficient armoured personnel carriers and military escort capabilities will be instrumental in achieving the required level of resupply and build up stocks outside major logistics hubs.

61. The security situation will continue to have an impact on the operation of the Mission. Potential stagnation of the political process would greatly affect the efforts to maintain reliable ground transportation and supply through existing and new supply lines, including the expanded reach of life support to areas in the far north.

62. The climatic conditions of the region will continue to affect casualty evacuation, military special operations and night operations. The position of the Government of Mali on the acquisition of land, particularly for airfields, and the delayed force generation to replace outgoing air assets and units will have an impact on the achievement of the mandated activities and budget targets for the period.

C. Regional mission cooperation

63. MINUSMA and the international community will continue to play a significant role in the successful implementation of the peace agreement, maintaining a common vision with all key international partners, in particular the African Union, through the African Union Mission for Mali and the Sahel; the G-5 Sahel; the Economic Community of West African States; and the European Union, as well as Algeria, France, States in the subregion and others with influence over the parties, such as the Niger. MINUSMA will also work with UNOWAS and Governments in the region to improve regional political and security analysis and encourage broad cooperation on the part of regional States that are able to influence and/or are affected by the conflict in northern Mali.

64. On the security side, the success of MINUSMA will depend on the capability of the Malian Defence and Security Forces to ensure the performance of security tasks and contribute to the stabilization of key areas. Moreover, to address some of the cross-border security issues affecting Mali, MINUSMA will, as requested by the Security Council in resolution 2295 (2016), enhance its collaboration with the neighbouring countries, in particular by providing liaison officers to work with the G-5 Sahel. Such officers are expected to help the Mission and the Malian armed forces to engage in more concerted actions on the basis of shared intelligence to deter regional and cross-border threats.

65. Following the assessment mission conducted by the African Union in Mali in 2016 to explore the feasibility of deploying an intervention force to counter terrorist and transnational organized crime in the north, and the meeting of the Heads of State of the G-5 Sahel held in February 2017, MINUSMA will closely engage with the African Union and the G-5 Sahel with respect to planning and resource requirements to ensure the complementarity of mandates and the proper sequencing of initiatives.

66. As has been the case in recent years, the cooperation with neighbouring missions and the Strategic Air Operations Centre at the United Nations Global Service Centre will ensure efficient, cost-effective regional aviation support. The same will continue to apply to the Geospatial Information and Telecommunications Technology Section, in the context of the existing support and collaboration mechanisms among the missions in Africa and the global community. MINUSMA continues to receive client support from the Regional Service Centre in Entebbe, Uganda, with respect to financial and human resources administrative processes. Transport services will also continue to be provided to non-United Nations entities, the European Union and national organizations and embassies in the region whenever possible and on a cost recovery basis. MINUSMA will continue to receive the support of Opération Barkhane for the provision of an in extremis level II hospital and aeromedical evacuation services within the framework of the relevant letter of assist.

67. MINUSMA will take an active part in the Regional Procurement Office in Entebbe with respect to consolidated joint procurement activities.

D. Partnerships, country team coordination and integrated missions

68. The United Nations Peacebuilding and Development Assistance Framework for the period 2015-2019 will be used as a central document for work with the Government and the United Nations country team. It benefits from the support of the national authorities and was prepared by MINUSMA and the country team. The development, dissemination and implementation of joint United Nations programming and operational plans will be ensured, in conformity with the Policy on Integrated Assessment and Planning and the Policy on Planning and Review of Peacekeeping Operations. During the period 2017/18, the Mission will continue to work on the integrated approach to encourage the complementarity of its mandated activities with those of the United Nations country team.

69. At the operational level, increased engagement between MINUSMA and the United Nations country team will strengthen common analysis, increase the focus of activities on priorities and ensure coherence on the ground. The Inter-Agency Standing Committee Cluster Working Group on Early Recovery will foster an integrated approach to interventions that will lead to joint missions in related targeted areas within their respective mandates. The Mission, together with the country team, will identify key geographical areas of intervention where MINUSMA can support the creation of a safe environment to facilitate the delivery of development and humanitarian assistance by the members of the country team. In that regard, the programme criticality assessment, coupled with the security risk management system, will be fully utilized as a tool for effective joint efforts that can improve MINUSMA-country team delivery in the north.

70. MINUSMA will encourage the authorities to commit to the implementation of mutually agreed arrangements on the basis of previously identified benchmarks, which the United Nations country team will also help to achieve. Such a division of tasks and the complementarity of efforts will be bolstered through the implementation of mandated MINUSMA programmes by agencies with a comparative advantage, through budgeted programmatic activities funded from the Trust Fund in Support of Peace and Security in Mali and, as is already the case, the Peacebuilding Fund. Agencies are expected to build their capacity on the ground, in particular in the northern regions, and will be requested to submit an action plan aimed at strengthening their local capacity and coordination with MINUSMA regional offices by 2018, before accessing additional resources.

71. The Geospatial Information and Telecommunications Technology Section recently signed a memorandum of understanding with the United Nations Development Programme (UNDP) to share the costs of the co-location of its equipment in existing telecommunications towers throughout the country. Further collaboration is in progress for the establishment of a unified radio communications operation to promote the safety and security of staff. This will result in the sharing of hardware resources and expertise as well as interconnectivity throughout Mali.

72. MINUSMA is implementing a memorandum of understanding with the United Nations country team in Mali to maximize the utilization of existing resources for the provision of medical services and to avoid the duplication of efforts.

E. Results-based-budgeting frameworks

73. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms relating to the six categories are contained in annex I.A to the present report.

Executive direction and management

74. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2016/17	1	–	3	2	2	**8**	2	–	**10**
Proposed posts 2017/18	1	–	3	2	2	**8**	2	–	**10**
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2016/17	1	–	2	1	1	**5**	2	–	**7**
Proposed posts 2017/18	1	–	2	1	1	**5**	2	–	**7**
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2016/17	1	–	2	–	1	**4**	2	–	**6**
Proposed posts 2017/18	1	–	2	–	1	**4**	2	–	**6**
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2016/17	–	1	5	3	3	**12**	4	5	**21**
Proposed posts 2017/18	–	1	6	3	3	**13**	4	5	**22**
Net change	–	–	**1**	–	–	**1**	–	–	**1**
Joint Mission Analysis Centre									
Approved posts 2016/17	–	–	3	8	1	**12**	4	5	**21**

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	***Total***
Proposed posts 2017/18	–	–	3	8	1	**12**	4	5	**21**
Net change	–	–	–	–	–	–	–	–	–
Joint Operations Centre									
Approved 2016/17	–	–	2	6	1	**9**	–	10	**19**
Proposed 2017/18	–	–	2	8	1	**11**	–	10	**21**
Net change	–	–	–	**2**	–	**2**	–	–	**2**
Strategic Communications and Public Information Division									
Approved posts 2016/17	–	1	4	5	5	**15**	48	5	**68**
Proposed posts 2017/18	–	1	4	5	5	**15**	50	5	**70**
Net change	–	–	–	–	–	–	**2**	–	**2**
Legal Affairs Unit									
Approved posts 2016/17	–	–	2	3	1	**6**	3	2	**11**
Proposed posts 2017/18	–	–	2	3	1	**6**	3	2	**11**
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Team									
Approved 2016/17	–	1	2	2	1	**6**	1	1	**8**
Proposed 2017/18	–	1	2	2	1	**6**	1	1	**8**
Net change	–	–	–	–	–	–	–	–	–
Board of Inquiry Unit									
Approved posts 2016/17	–	–	–	1	2	**3**	–	1	**4**
Proposed posts 2017/18	–	–	1	1	2	**4**	–	1	**5**
Net change	–	–	**1**	–	–	**1**	–	–	**1**
Heads of Field Office									
Approved posts 2016/17	–	4	–	–	4	**8**	8	–	**16**
Proposed posts 2017/18	–	4	3	–	4	**11**	8	–	**19**
Net change	–	–	**3**	–	–	**3**	–	–	**3**
HIV/AIDS Unit									
Approved posts 2016/17	–	–	1	–	–	**1**	–	2	**3**
Proposed posts 2017/18	–	–	1	–	–	**1**	–	2	**3**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2016/17	3	7	26	31	22	**89**	74	31	**194**
Proposed posts 2017/18	3	7	31	33	22	**96**	76	31	**203**
Net change	–	–	**5**	**2**	–	**7**	**2**	–	**9**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

International staff: increase of 7 posts (establishment of 1 P-5, 4 P-4 and 2 P-3 posts)

National staff: increase of 2 posts (establishment of 2 National Professional Officer posts)

Office of the Chief of Staff

International staff: increase of 1 post (establishment of 1 P-4 post)

75. The Office of the Chief of Staff, with its currently authorized staffing establishment of 21 posts and positions (1 D-2, 2 P-5, 3 P-4, 2 P-3, 1 P-2, 3 Field Service, 3 National Professional Officer, 1 national General Service and 5 United Nations Volunteer), is responsible for supporting the Special Representative of the Secretary-General in ensuring the integrated and coherent functioning of the Mission across all areas, components and locations in accordance with the strategic vision and guidance provided by the Special Representative, the Department of Peacekeeping Operations and the Department of Field Support. The Office oversees the functioning of core mechanisms and processes that permit the integrated delivery of the Mission's mandate, in particular strategic and operational planning, field and policy coordination, senior-level decision-making, information management and protocol services. In order to ensure that the Office, through its Strategic Planning Unit, is able to advise the Mission's senior leadership on risk management policy, guidance and methodology and to work in collaboration with its stakeholders to promote risk ownership, accountability and improved risk mitigation, it is proposed that the Office be strengthened with a post of Risk Management Officer (P-4). The incumbent would be responsible for the alignment of internal control measures against identified risks and the integration of risk management into all aspects of strategic and operational Mission planning and day-to-day operations. He or she would also participate in the development of the Mission concept, integrated strategic framework or similar planning documents and Mission budget proposals, ensuring that enterprise risk management is duly factored in, and would identify and suggest risk mitigation measures.

Joint Operations Centre

International staff: increase of 2 posts (establishment of 2 P-3 posts)

76. The Joint Operations Centre, with its currently authorized staffing establishment of 19 posts and positions (1 P-5, 1 P-4, 6 P-3, 1 Field Service and 10 United Nations Volunteer), is an integrated entity established to support the decision-making of the Mission's leadership through the provision of integrated situational awareness in routine and special-incident reporting. The Centre is also responsible for facilitating the coordination of integrated operations to ensure that the operational activities of Mission components are complementary and coherent and that available assets are shared and used efficiently and effectively. The Centre facilitates the coordination of operations both within the Mission and between the Mission and its partners, including the United Nations country team, members of the humanitarian community, the host Government or others, as instructed by the Mission's leadership. In order to enhance the Centre's coordination mechanisms, foster the inclusion of the needs of regional offices in Mission planning processes and facilitate the provision of the best possible situational awareness and crisis management in accordance with existing United Nations policy, rules, practices and regulations, it is proposed that the Centre be strengthened through the establishment of two posts of Joint Operations Officer (P-3), to be located in Mopti and Timbuktu. The incumbents would maintain round-the-clock situational awareness of all key developments in the region and ensure the effective flow of information within the

regional offices and to the Centre in order to plan and coordinate integrated operations and support regional leadership in crisis management. More specifically, the incumbents would provide coordination support to the Regional Joint Operations Centre team leader, the heads of the regional offices and the Joint Operations Centre in Bamako. They would be responsible for providing substantive guidance and assistance to the head of the office and the regional team in the implementation of the Mission's mandate; ensuring effective coordination and liaison between regional Mission components and with the United Nations country team to support the implementation of the peace agreement by coordinating the organization of related events supported by the Mission at the regional level. The incumbents would also identify and analyse emerging issues and challenges to planning and coordination processes at the regional level and make recommendations to the Regional Joint Operations Centre team leader and the heads of the regional offices on how to address them in a timely and efficient manner. The incumbents would contribute to the development of a common situational overview of regional operational activities and the preparation of consolidated reports, including daily integrated situation reports and special-incident reports of an ad hoc nature, on the basis of inputs received from Mission components and other relevant sources.

Strategic Communications and Public Information Division

National staff: increase of 2 posts (establishment of 2 National Professional Officer posts)

77. The Strategic Communications and Public Information Division (formerly the Communications and Public Information Division), with its currently authorized civilian staffing establishment of 68 posts and positions (1 D-1, 1 P-5, 3 P-4, 5 P-3, 5 Field Service, 13 National Professional Officer, 35 national General Service and 5 United Nations Volunteer), supports the implementation of the Mission's mandate by acting as a centre for strategic communications between the Mission and the population of Mali, advancing the key political and programme advocacy objectives of the Mission and ensuring public understanding of its role, shaping its image locally, regionally and internationally. The Security Council, in its resolution 2295 (2016), requested the Mission to further enhance its interaction with the civilian population, as well as its communication with the Malian Defence and Security Forces, including through the development of an effective communications strategy and MINUSMA radio, to increase awareness and understanding of its mandate and activities. In that context, it is proposed that the Division be strengthened through the establishment of two posts of Public Information Officer (National Professional Officer), to be located in Mopti and Ménaka. The incumbents would enable the Mission to: strengthen its Outreach Unit so as to increase the number of outreach activities in the north; implement an annual outreach strategy through the implementation of a plan comprising systematic, mutually reinforcing awareness-raising projects in Bamako and the north; increase the consistent proximity, scope and impact of outreach with respect to communities in the field; increase the quality and quantity of projects and awareness-raising activities relating to the Mission's mandate through a regular field presence and full-time, dedicated staff members; enhance communities' knowledge about the Mission's mandate, activities and priorities; help to enhance the Mission's positive visibility to communities in the field; reinforce and consolidate partnerships and capacity-building with outreach partners; and provide an increased number of opportunities on which it can capitalize in various ways to support mandate implementation and the peace process.

Board of Inquiry Unit

International staff: increase of 1 post (establishment of 1 P-4 post)

78. The Board of Inquiry Unit, with its currently authorized staffing establishment of 3 posts and 1 position (1 P-3, 2 Field Service and 1 United Nations Volunteer), provides advice and guidance on the facts relating to serious occurrences with a view to recommending and developing procedures and policies, strengthening internal controls and improving financial and managerial accountability. In the light of the expanded size and increasing complexity of the Mission and the high numbers of fatalities and injuries resulting from terrorist attacks, the establishment of a post of Chief of the Board of Inquiry Unit (P-4) is proposed. The incumbent would be responsible for identifying and prioritizing tasks to be undertaken by staff, including reviewing Board findings, analysing data relating to incidents, developing best practices and providing training to staff. The incumbent would also act as the primary point of contact with and provide strategic advice and guidance to MINUSMA leadership on the Board and United Nations rules, regulations and policies, as well as provide analysis on United Nations personnel casualties and coordinate the preparation and implementation of the Unit's annual workplan to ensure that its established objectives are met, taking into account the most effective use of resources. In addition, the incumbent would supervise and monitor the implementation of Board recommendations, drawing lessons learned, identifying key aspects, providing guidance, engaging in liaison with Mission senior leadership and ensuring that appropriate actions are taken. He or she would supervise the maintenance of the MINUSMA Board of Inquiry roster, including members nominated for membership, and identify and propose policies to improve management practices and ensure that corrective actions are taken to strengthen internal controls by conducting proactive reviews and monitoring the implementation of Board recommendations. He or she would also review Board and investigation reports and convening orders and prepare, in consultation with the Legal Adviser, as appropriate, case-specific terms of reference for approval by the Head of Mission.

Heads of Field Office

International staff: increase of 3 posts (establishment of 1 P-5 and 2 P-4 posts)

79. MINUSMA has a field presence in northern Mali, and each office is overseen by a Head of Office, who reports to the Special Representative of the Secretary-General. The Head of Office is responsible for overseeing the implementation of the mandate in his or her geographical area of responsibility and represents the Special Representative in exercising his good offices in his or her region in support of the Mission's mandate in coordination with the United Nations country team, with a particular focus on ensuring that the principles of humanitarian action and civilian-military liaison are respected. Four regional offices have been established, in Gao, Timbuktu, Kidal and Mopti, to ensure effective mandate implementation, and are composed of military, police and civilian staff. Each Head of Office is responsible for developing integrated workplans for his or her geographical area of responsibility to implement the priorities of the Mission as defined by the senior leadership as well as the goals defined by substantive components at Mission headquarters. The Head of Office works in close collaboration with the Mission's civilian, military and police components, the United Nations country team, local authorities, the Malian Defence and Security Forces, representatives of the Malian armed forces and civil society. It has been decided to establish a permanent regional office in the Ménaka region as a result of the creation of the new administrative region of Ménaka (previously, the *cercle* of Ménaka was under the jurisdiction of

the administrative region of Gao). A traditional hotbed of rebellion and instability, the Ménaka region is strategic within the scope of the implementation of the peace agreement. It is proposed that the presence of MINUSMA in the Ménaka region be strengthened through the establishment of a permanent regional office under the authority of a Head of Office at the P-5 level. In mid-2015, a Ménaka task force was established within the regional office in Gao (with a special emphasis on civil affairs, human rights, justice and corrections sections) to monitor the ceasefire and contribute to the stabilization of the situation in the Ménaka region. This configuration is no longer appropriate to enable the Mission to fulfil its mandate in the region. The limits of the current configuration are evident as the process of implementing the peace agreement is entering a crucial stage, moving the Mission's centre of gravity from Bamako to the regions. In order to improve the coordination between the various Mission structures at the regional level and fill gaps in communications, operations and integrated reporting, it is also proposed that the Office, with its currently authorized staffing establishment of 16 posts (4 D-1, 4 Field Service, 4 National Professional Officer and 4 national General Service), be strengthened through the establishment of 2 posts of Coordination Officer (P-4), to be located in Gao and Kidal. The addition of these posts would not only strengthen the Office's operational role, but also enable the Heads of Office to focus on more strategic issues. The incumbents would also assist the Heads of Office in their interactions with Headquarters and in the planning of activities at the field level. In addition, the incumbents would help to improve the interaction between the field offices and the United Nations country team.

Component 1: political reconciliation and implementation of the peace agreement

80. As described in the framework below, the strategic priority of MINUSMA is support for the implementation of the Agreement on Peace and Reconciliation in Mali by the Government, the signatory movements of the Platform coalition of armed groups and the Coordination des mouvements de l'Azawad, as well as other Malian stakeholders. It also envisages the provision of the good offices of the Special Representative of the Secretary-General towards national and local reconciliation. This includes assistance through the provision of technical advice to State institutions and other political actors on the implementation of the peace agreement, including the transition from interim authorities to elected authorities, in order to ensure the promotion and facilitation of intra- and intercommunity dialogue with a view to social cohesion and the strengthening of local capacities for peace and conflict resolution.

81. MINUSMA leads the secretariat of the Agreement Monitoring Committee and continues to co-chair the Subcommittee on Defence and Security. The Mission facilitates the Subcommittee's activities through the provision of technical expertise and logistical support, while also participating actively in all other subcommittees. Moreover, the Mission will continue to strengthen its strategic partnerships with key Malian institutions involved in the implementation of the peace agreement, particularly the High Representative of the President.

82. In addition to supporting the Government in the preparation, organization and conduct of elections and the constitutional referendum, the Mission will work closely with it and other stakeholders on electoral reforms geared towards the establishment of a single institution to manage elections in the country. MINUSMA, in collaboration with other partners such as the United Nations country team, will also support access for women to elective positions.

83. MINUSMA will remain committed to ensuring the full and effective participation of women in the implementation of the peace agreement, by implementing the Secretary-General's seven-point action plan for gender-responsive

peacebuilding (see A/65/354-S/2010/466) and mainstreaming a gender perspective throughout the Mission. MINUSMA will continue to ensure that the rights, protection and well-being of children are a priority throughout the consolidation of peace and the rebuilding of the country and the region.

Expected accomplishments	*Indicators of achievement*
1.1 Progress towards improved democratic governance	1.1.1 The electoral code is fully aligned with the provisions of the new constitution
	1.1.2 A unique, functioning Malian independent electoral management body manages the preparation of the 2018 presidential and legislative elections in accordance with international standards (2016/17: 0; 2017/18: 1)
	1.1.3 Increased participation of civil society organizations in local administration decision-making at the level of the *cercles* (2016/17: 20 per cent participation rate; 2017/18: 30 per cent participation rate)
	1.1.4 Increase in participation of civil society organizations (including youth, women and traditional and religious leaders) in the political processes (consultations and implementation mechanisms) related to the implementation of the peace agreement and the progress of good governance (2016/17: 50 civil society organizations; 2017/18: 80 civil society organizations)

Outputs

- 5 workshops with armed groups, political parties and civil society on the prevention of election-related violence
- Mapping and assessment of the current legislation on elections, and organization of 3 workshops with 80 participants each with the Malian independent electoral management body and the main political actors on the conclusion of the mapping and assessment of the Malian electoral legislation in accordance with the peace agreement
- Advocacy and capacity-building through 5 seminars with 50 participants each and 10 training sessions with 30 participants each, as well as technical advice to the Malian independent electoral management body, civil society groups, political parties and women's organizations on the electoral process
- Provision of advice and support, through monthly meetings with the Parliamentary Commission on Laws and 3 workshops with 50 participants each with the Malian independent electoral management body and the main political stakeholders to follow up on key electoral legislation gaps and the revision of the electoral law to conform to international standards and the peace agreement
- Provision of technical advice, through monthly meetings, to the Malian independent electoral management body and the Constitutional Court on how to: develop and implement electoral operations and civic and voter education strategies and update electoral boundaries and the electoral biometric voter list; improve the mapping of polling centres; carry out the tabulation of election results; and ensure the successful management of electoral disputes
- Provision of technical advice through 3 capacity-building sessions for media outlets and journalists with 60 participants each to enable them to inform the public on critical election-related legislation and the progress achieved on democratic governance

- Provision of logistical and technical assistance to the Malian independent electoral management body in the preparation and organization of presidential and legislative elections, including the establishment of the updated biometric voter list through the deployment of 500 tons of electoral materials and 1,000 electoral personnel, the recruitment and training of 285 individual contractors, the rental of 80 vehicles, the production of 1,000 electoral kits and the provision of 50 armed escorts
- Monthly awareness-raising sessions and quarterly round-table discussions in five regions (Mopti, Ménaka, Gao, Timbuktu and Kidal) between civil society organizations (including women's and youth organizations) and local and State authorities to promote political inclusion, participatory decision-making and collaborative governance in order to foster the involvement of civil society organizations in decision-making processes at the national, regional, *cercle* and municipal levels
- 6 training sessions for local administrators and State representatives at the *cercle* level in Mopti and northern Mali on good governance practices, including in participative democracy

Expected accomplishments	*Indicators of achievement*
1.2 A political environment that is conducive to the implementation of the peace agreement	1.2.1 The national charter for reconciliation in Mali is adopted (2016/17: 0; 2017/18: 1)
	1.2.2 Local peacebuilding committees, supported by the Ministry of National Reconciliation and partners (such as the German Agency for International Collaboration (GIZ), civil society and the European Union), are created and operational in five regions (Mopti, Ménaka, Gao, Timbuktu and Kidal) in central and northern Mali (2016/17: 0; 2017/18: 5)
	1.2.3 Maintain activities undertaken by the Malian stakeholders in support of the implementation of the peace agreement (parliament: 2016/17: 4; 2017/18: 4; Governors: 2016/17: 2; 2017/18: 2; regional councils: 2016/17: 2; 2017/18: 2; political parties: 2016/17: 4; 2017/18: 4; religious leaders: 2016/17: 1; 2017/18: 1; academics: 2016/17: 1; 2017/18: 1)
	1.2.4 The perspectives, needs, concerns and priorities of Malian women are included in the agendas of the mechanisms and institutions responsible for the implementation of the peace agreement (2016/17: 11 capacity-building workshops for 440 women to improve their political participation at the municipal level, and 8 consultation workshops for 320 women on the implementation of strategies to monitor and evaluate the implementation of the peace agreement related to Security Council resolution 1325 (2000); 2017/18: 4 workshops on the participation of women in the Agreement Monitoring Committee)

Outputs

- Monthly working sessions with the Ministry of National Reconciliation to provide advice on the establishment of local peacebuilding committees, and quarterly meetings in each of the 5 regions to exchange ideas on the role of the local peace committee in conflict prevention, mitigation and resolution and reconciliation at the local level

- 4 meetings with members of the specialized commissions of parliament and leaders of political parties, and monthly meetings with Governors and regional councils on the implementation of the peace agreement
- 2 follow-up workshops relating to the consultations on the post-conflict situation in Mali, focusing on 5 main topics: defence and security, the international and regional cooperation of Mali, constitutional and institutional reforms, education, religion and war in Mali, and economic and development issues for Mali, with academics focusing on political and institutional reforms and security governance
- 1 thematic workshop on the relationship between State representatives and the regions (Governors, prefects/subprefects, mayors and civil society to discuss inclusive governance) and 1 thematic workshop for the regional councils on cooperation in a decentralized system
- 1 workshop per region to support civil society associations in strengthening their watchdog role in the promotion of participative democracy, institution-building and decentralized public services at the regional and local levels, including the establishment of coordinated mechanisms to improve the monitoring and evaluation of the implementation of the peace process by civil society stakeholders at the national, regional, *cercle* and municipal levels
- 6 workshops with Malian civil society women's and youth organizations to build their capacity to implement projects and establish advocacy mechanisms, such as early warning committees and advisory councils, to ensure that their perspectives, needs, concerns and priorities are taken into account at all levels throughout the peace and reconciliation process, including the implementation of the peace agreement
- An interactive campaign, using radio and social media, to inspire and empower rural and young women in particular to play their role in the peace process
- Monthly meetings with the Ministry of Women's Affairs to enhance its capacity to promote and boost the full and effective participation, involvement and representation of women in the peace process
- Organization of 2 outreach campaigns on the Mission's mandate and the progress in the implementation of the peace agreement, including 70 field activities in Bamako and in central and northern Mali, and 1 video documentary, 3 video spots, 3 video reports and 3 photo galleries
- Daily radio programming providing information and discussion in support of political reconciliation, including debates on relevant topics, involving participants from across the country through 350 debates, 400 radio reports/feature stories, 340 radio programmes and 50 radio dramas and/or special radio programmes in French (with possible local-language versions)

Expected accomplishments	*Indicators of achievement*
1.3 The implementation of the peace agreement is supported and monitored, including through the Secretariat of the Agreement Monitoring Committee	1.3.1 Monthly plenary sessions of the Agreement Monitoring Committee are convened and address issues related to the implementation of the peace agreement (2015/16: 12; 2016/17: 12; 2017/18: 12)
	1.3.2 Monthly plenary sessions of the four thematic subcommittees of the Agreement Monitoring Committee are convened (2015/16: 12; 2016/17: 12; 2017/18:12)
	1.3.3 The Independent Observer (mandated by the peace agreement to assess and report on the progress in the implementation of the agreement) conducts regular visits to Mali (2015/16: none; 2016/17: 4; 2017/18: 4)

Outputs

- Organization of and participation in the monthly sessions of the Agreement Monitoring Committee and the four thematic subcommittees, and publication of their respective monthly session reports

- Coordination of preparatory meetings of the secretariat of the Agreement Monitoring Committee and its four subcommittees before the sessions of the Committee and its subcommittees, and drafting of related reports
- Provision of technical support for the meetings and work of the Agreement Monitoring Committee and its thematic subcommittees, including the archiving of documentation of the Committee and its organs and management of its material heritage
- Facilitation of transport for delegates of the parties to the peace agreement from Timbuktu, Gao, Mopti and Kidal to Bamako to participate in the meetings of the Agreement Monitoring Committee and the 4 subcommittees
- Co-chairing of and provision of technical expertise to the Subcommittee on Defence and Security
- Provision of support to the Independent Observer, including through the preparation of quarterly reports
- Monthly liaison with the High Representative of the President for the implementation of the peace agreement and other coordination structures of the Government of Mali responsible for overseeing the implementation of the peace agreement
- Organization of 2 outreach campaigns on the Mission's mandate and the progress in the implementation of the peace agreement, including 70 field activities in Bamako and in central and northern Mali, and 1 video documentary, 3 video spots, 3 video reports and 3 photo galleries

Expected accomplishments	*Indicators of achievement*
1.4 Resolution of contentious issues in the implementation of the peace agreement through good offices by the Special Representative of the Secretary-General and the international mediation, including through international coordination and support for the High Representative of the President for the implementation of the peace agreement	1.4.1 The High Representative of the President for the implementation of the peace agreement and other Government institutions in charge of the implementation of the peace agreement take charge of the coordination of international support (2015/16: 12 coordination meetings; 2016/17: 12 coordination meetings; 2017/18: 12 coordination meetings)
	1.4.2 Points of contention in the implementation of the peace agreement are resolved through good offices by the Special Representative of the Secretary-General and the international mediation, including through support for the High Representative of the President for the implementation of the peace agreement

Outputs

- Monthly coordination meetings with the High Representative of the President for the implementation of the peace agreement and other government commissions and institutions in charge of the implementation of the peace agreement are organized and reports produced
- Monthly coordination meetings with the international mediation and the international community are organized and reports produced
- Implementation of 3 projects to build confidence between the parties to the peace agreement and strengthen the knowledge of the population on the progress of the peace process
- Monthly meetings with Governors, the Presidents of the regional councils and representatives of the armed groups, as well as quarterly meetings with political parties, to assess and encourage their support for the peace process

External factors

The commitment of the parties to the political reconciliation process and the implementation of the peace agreement is steadfast, and the peace process continues to receive financial and political support from the international community. After the approval of the electoral law by mutual consensus, there are no further postponements of elections

Table 2
Human resources: component 1, political reconciliation and implementation of the peace process

	International staff								
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Division									
Approved posts 2016/17	–	3	7	11	4	**25**	14	9	**48**
Proposed posts 2017/18	–	3	10	11	4	**28**	14	9	**51**
Net change	–	–	**3**	–	–	**3**	–	–	**3**
Electoral Affairs Section									
Approved posts 2016/17	–	1	3	3	1	**8**	5	5	**18**
Proposed posts 2017/18	–	1	3	3	1	**8**	5	5	**18**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2016/17	–	4	10	14	5	**33**	19	14	**66**
Proposed posts 2017/18	–	4	13	14	5	**36**	19	14	**69**
Net change	–	–	**3**	–	–	**3**	–	–	**3**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: net increase of 3 posts (establishment of 2 P-5 and 1 P-4 posts)

Political Affairs Division

International staff: increase of 3 posts (establishment of 2 P-5 posts and 1 P-4 post)

84. The Political Affairs Division, with its currently authorized staffing establishment of 48 posts and positions (1 D-2, 2 D-1, 2 P-5, 5 P-4, 11 P-3, 4 Field Service, 10 National Professional Officer, 4 national General Service and 9 United Nations Volunteer), supports the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General (Political) in ensuring their central role of supporting and overseeing the implementation of the peace agreement by the Government of Mali, the Platform and the Coordination des mouvements de l'Azawad, as well as an inclusive national dialogue and reconciliation process, on the basis of the Mission's mandate. The Division is also tasked with enhancing the cooperation among MINUSMA, UNOWAS and Member States in the region, as well as regional security initiatives, in particular the G-5 Sahel and the African Union Nouakchott Process, including through the provision of relevant political analysis, to increase the Mission's awareness of the regional dimension of the Malian crisis and facilitate the implementation of its mandate. To enhance the Division's presence in the field offices, it is proposed that the Division be strengthened through the establishment of one P-5 post and one P-4 post, in

Mopti and Timbuktu. That would enable MINUSMA to assist actors in the implementation of the peace agreement, including the review of the Constitution, and to support the National Assembly and regional institutions in playing their roles of drafting and adopting laws on new institutional frameworks, political parties and other national actors. Technical expertise would also be provided to assist the Ministry of National Reconciliation through the provision of experts and to support local peace initiatives at the regional level led by the Government, former armed groups and civil society. The incumbents would assume the role of team leader of the Division function in their respective regions. They would also strengthen the Division's presence in the regions to implement mandated tasks and activities in the regions, including monitoring, observing, analysing and reporting on political dynamics. In order to support the Office of the High Representative of the President for the implementation of the peace agreement, the establishment of one P-5 post located in Bamako is proposed. The incumbent would be responsible for planning and coordinating the implementation of the peace agreement, engaging in liaison with senior officials of the Government of Mali and supporting the full implementation of the agreement by the Government by backstopping planning processes and inter-ministerial coordination.

Component 2: security stabilization, monitoring and supervision of the ceasefire and protection of civilians

85. As described in the framework below, the MINUSMA force and the Mission's police component will continue to take on a more robust posture in assisting in the establishment of a security environment conducive to the stabilization of the Malian State and the extension of State administration, the protection of civilians and prevention of the return of armed elements hostile to the peace agreement. The strategy will be adjusted, with a particular focus placed on central Mali. The force will also support the operations and capabilities of the Malian armed forces, provide disarmament, demobilization and reintegration site security, and continue to support the Operational Coordination Mechanism in Gao, Kidal and Timbuktu. In addition, the force will provide security for Mission personnel throughout the country. To facilitate and permit their work in dangerous locations, it is necessary that all military and civilian personnel be aware of the risks of explosive hazards.

86. MINUSMA will continue to assist the Malian authorities in the reform of the security sector. This will include supporting the functioning of a national integration commission, the establishment of the local advisory committees on security, the operationalization of the National Council for Security Sector Reform and the adoption of a national defence and security strategy and a national border security strategy. MINUSMA, in collaboration with partners, will support the Malian authorities in coordinating international efforts aimed at the implementation of disarmament, demobilization and reintegration programmes for former combatants and the dismantling of militias and self-defence groups, consistent with the provisions of the peace agreement and taking into account the specific needs of children separated from armed groups.

87. With regard to the protection of civilians, MINUSMA will focus its efforts on creating a better common picture of threats and areas of tension, and will further facilitate the coordination of timely joint missions and coordination with the humanitarian country team, with the overall aim of better situational awareness to better guide the Mission's actions in addressing situations that can affect the civilian population, including by continuing to move towards a more preventive and pre-emptive posture.

88. To facilitate humanitarian access and protect civilians, the Mine Action Service will continue to implement, support and coordinate humanitarian mine action activities; risk education on explosive threats and small arms and light weapons; assistance to victims of conflict; and activities to reduce armed violence. The Service will also adopt a sustainable, community-based approach by training, equipping, deploying and mentoring local organizations and government bodies to implement humanitarian mine action activities.

89. Critical capacity-building activities in support of stabilization efforts, such as explosive ordnance disposal training courses for Malian Defence and Security Forces personnel before their deployment, will continue to be carried out through the Centre for the Development of Demining and Decontamination Actions in Benin. The Mission's explosive threat mitigation programme will also seek to build the capacity of the Malian Defence and Security Forces to secure their stockpiles of weapons and ammunition and protect civilians through the identification and disposal of explosive remnants of war in northern and central Mali, and to provide risk education to affected communities. The provisions cover contractual arrangements for support, equipment, training and mentorship for MINUSMA military contingents and explosive ordnance disposal companies as well as awareness and response training regarding improvised explosive devices prior to deployment on-site, which will help to ensure safety and freedom of movement for the Mission and in the country for civilians, United Nations police and contingents operating in high-threat locations.

90. In support of the implementation of the peace agreement, MINUSMA will also continue to provide specific support for the operationalization of the Specialized Judicial Unit on Terrorism and Transnational Organized Crime and the national capacity of the authorities to counter terrorism and transnational organized crime.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards the re-establishment of stable security conditions in central and northern Mali	2.1.1 Reduction in the number of attacks by extremist armed groups on United Nations and Malian Defence and Security Forces units and facilities (2015/16: 200; 2016/17: 100; 2017/18: 90)
	2.1.2 Reduction in the number of attacks against MINUSMA or Malian Defence and Security Forces convoys and movements by extremist armed groups along key main supply roads (2015/16: 286; 2016/17: 100; 2017/18: 80)
	2.1.3 Increase in the number of Malian Defence and Security Forces garrisons which reopened and/or resumed their activity in central and northern Mali, including shared bases with MINUSMA (2015/16: 1; 2016/17: 3; 2017/18: 6)
	2.1.4 Increase in the number of restructured, well-trained and equipped Malian Defence and Security Forces deployed in central and northern Mali (2015/16: 1,961, 2016/17: 2,400; 2017/18: 2,900)
	2.1.5 Increase in the number of Malian Defence and Security Forces teams trained and equipped to respond to explosive threats in central and northern Mali (2015/16: 3; 2016/17: 8; 2017/18: 12)

Outputs

- 12 meetings of the Technical Commission on Security to monitor the ceasefire and investigate violations, update security arrangements, and monitor and support the cantonment and disarmament, demobilization and reintegration processes
- 52 joint patrols coordinated by the Operational Coordination Mechanism
- 700 foot or mobile patrols with light police units (10-30 persons per patrol) deployed mainly at the Operational Coordination Mechanism and in its vicinity, and conduct patrols with the mixed patrols of the Mechanism within Kidal (2 daily)
- 700 long-range foot patrols in each key population centre (80-150 persons per patrol), including in coordination with the mixed patrols of the Operational Coordination Mechanism)
- Up to 600 military observer tasks/activities resulting in investigations or verifications
- Conduct of 12 force-led operations and 36 larger sector-led operations, including 12 coordinated operations with the Malian armed forces and/or Opération Barkhane)
- Support for 36 United Nations agencies' humanitarian assistance missions in coordination with the Office for the Coordination of Humanitarian Affairs
- Support for 144 substantive and support components' missions planned and coordinated at the sector level and deconflicted, if needed, at the Mission level
- Completion by the combat convoy battalion of 208 convoy security missions delivering critical supplies to force personnel located in Gao and the Kidal area of operations (4 per week)
- Conduct of 1,700 close air support missions to act as a force multiplier to maximize combat power, and 1,300 military utility helicopter field supply and armed troop transportation missions in order to maximize prompt sustainment deliveries and quick-reaction force mobility
- Conduct of 2,000 unmanned aerial surveillance missions (intelligence and escort missions for an average of 166 missions per month, based on operational needs and capacities) that will generate actionable intelligence to drive operations
- Key leader engagement and information operations activities on a monthly basis in all sectors in order to influence the local population and deter their support for terrorist activity
- 10,000 person hours of operational backup provided to the Malian security forces by formed police units for crowd control, including combined training exercises, and escort of Malian authorities in the northern and central regions
- 7,200 United Nations police patrol days in unstable areas in support of the Malian security forces (2 patrols x 360 days x 10 team sites)
- 4,000 advising activities, including mentoring, monitoring and capacity-building activities such as training, co-location, operational support and projects, provided to the Malian police, gendarmerie and national guard, and civilian protection through co-location in the regions of Gao, Timbuktu, Mopti, Kidal and Ménaka as well as in the 2 national training academies and national specialized units in Bamako involved in combating serious and organized crime and terrorism (2 Malian security forces sites x 10 team sites x 2 days x 50 weeks) + (2 national training academies + 6 national specialized units x 5 days x 50 weeks)
- 3,360 Malian security forces and community representatives benefit from seminars on topics varying from the return of State authority, human rights, community policing and gender mainstreaming to mine awareness
- Provision of technical assistance to the Malian security forces in designing and implementing 35 projects to improve their facilities and equipment in the northern and central parts of the country, as well as at the 2 training academies and specialized units in Bamako involved in combating serious and organized crime and terrorism

- All infantry troop-contributing countries with improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills) are provided with monitoring and training assistance upon request, both prior to deployment and once in the country
- Each infantry battalion is provided with specialist training in the identification and detection of explosive threats, and tactical commanders are provided with dedicated planning and response training
- The explosive ordnance disposal companies of 2 troop-contributing countries are qualified to conduct basic improvised explosive device response tasks prior to deployment, and their skills are strengthened once in the country through context-specific training and mentoring
- Support and advice are provided to the Mission's leadership, the MINUSMA force and United Nations Headquarters on the mitigation of explosive hazards in response to 100 per cent of requests
- Improvised explosive device awareness training is provided to all MINUSMA components
- Provision of technical advice and specialist training to Malian authorities for improved infrastructure, inspection and managerial capacity to manage weapons and ammunition stockpiles in at least 10 locations in central and northern Mali, to include stockpile destruction
- Provision of technical advice to the Government of Mali for the development of national standard operating procedures, standards on mine action and weapons and ammunition management, a strategy and a governance structure
- Provision of technical advice and specialist training to Malian authorities for the development of 3 additional explosive ordnance disposal and improvised explosive device threat mitigation teams to operate in northern and central Mali and 30 trainers to train units in line with national standards, to sustainably support operations
- Weekly radio programming to showcase the robustness achieved by the Mission and to manage the expectations of the Government and the population with respect to the robust and active steps, mandated in Security Council resolution 2295 (2016), to counter asymmetrical attacks and protect civilians
- Public information campaigns on the role of MINUSMA in support of the redeployment of reconstituted and reformed Malian Defence and Security Forces, including 5 media briefings, 1 video documentary, 3 radio spots and 3 television spots for a public service announcement campaign as well as weekly radio programming, including monthly programmes featuring high-level national and international guests to discuss this process
- Transmission of daily radio programmes to encourage listeners to discuss security concerns, to increase public awareness about security issues and the Mission's work to address them, and to ease related tensions, through 30 interviews with the MINUSMA Force Commander (biweekly agreed and ad hoc interviews); 50 interviews with Mission senior officers; 590 radio programmes (200 with live participation); 200 reports/feature stories on security issues and training; and 20 reports and interviews on quick-impact projects related to security

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards the protection of civilians in Mali	2.2.1 An early warning system continues to monitor and respond to emerging conflict and threats to civilians, including women and children, and formulate preventive recommendations under all 3 tiers of the protection of civilians, for the force and United Nations police on physical security, for MINUSMA in support of the State on dialogue and engagement, and for MINUSMA and the United Nations country team on development

	2.2.2 Increase in the number of meetings with local authorities, communities and civil society at the commune level addressing issues of social cohesion and protection of civilians (2015/16: 26; 2016/17: 52; 2017/18: 78)
	2.2.3 Participation of Malian Defence and Security Forces in responding to protection of civilians threats and violations
	2.2.4 Reduction in the number of intercommunal conflicts (2016/17: 100, 2017/18: 50)
	2.2.5 Reinforced provision of explosive threat risk education to civilians at risk (2015/16: 25,000; 2016/17: 50,000; 2017/18: 20,000)

Outputs

- Reinforcement of the early warning system for the monitoring of and response to emerging conflict and threats to civilians, with a focus on women and children, through the regional working groups on the protection of civilians and bimonthly assessments of potential threats, risks and proposed preventive or mitigation measures produced by the 4 regional field offices, in line with integrated protection-of-civilians action and response plans
- Support for medium- to long-term efforts to create a protective environment, including through quick-impact projects and other types of projects with a focus on the protection of civilians, and in cooperation with and support for humanitarian and development actors
- Establishment of a protection-of-civilians coordination mechanism bringing together all relevant protection actors within the Mission and the Protection Cluster leads, including the Office of the United Nations High Commissioner for Refugees and the Office for the Coordination of Humanitarian Affairs, in bimonthly task forces for each region
- Deployment of 5 joint civilian-uniformed personnel protection teams to provide information on protection-of-civilians coordination structure concerns and provide the Mission with recommendations for redress
- Provision of technical advice through 2 technical advice notes to local authorities, national security services and relevant national protection actors on methods for improving the performance of all actors who share a stake in protecting civilians from physical violence
- Delivery of 75 explosive ordnance disposal, battle area clearance and/or survey initiatives in contaminated areas
- Provision of relevant risk education to 20,000 people in affected regions, predominantly through local actors, and coordination of appropriate assistance for survivors and their families in order to prevent and respond to explosive threats
- Development of the capacity of at least 2 civil society organizations and 60 Malian professionals in the delivery of risk education messaging and the conduct of a non-technical survey, including management and/or advocacy, as part of a strategy for fostering the sustainability of a mine action response in Mali
- Implementation of a qualitative mine action response in Mali in a coordinated manner, with an effective division of labour, minimal redundancies and gaps, and maximized efforts
- 5,500 United Nations-Malian security forces joint patrol days, notably in northern and central Mali (2 patrols per formed police unit x 11 formed police units x 5 days x 50 weeks)
- 1,100 long-range patrol weeks by United Nations police personnel (11 formed police units x 2 long-range patrols x 50 weeks)

Expected accomplishments	*Indicators of achievement*
2.3 Disarmament, demobilization and reintegration of armed groups	2.3.1 Increase in the number of the elements of armed movements opting for socioeconomic reinsertion (2015/16: 3,000; 2016/17: 5,000; 2017/18: 10,000)
	2.3.2 Implementation of a national disarmament, demobilization and reintegration programme by the National Commission on Disarmament, Demobilization and Reintegration (2015/16: 1; 2016/17: 1 adopted; 2017/18: 1 implemented)
	2.3.3 Elements of armed movements, including women and children, verified, registered, disarmed and demobilized (2015/16: 8,000; 2016/17: 10,000; 2017/18: 10,000)
	2.3.4 Number of former combatants of the armed movements, associate members of armed groups and community members, including women, benefiting from community-based violence reduction and reinsertion projects (2015/16: 8,000; 2016/17: 18,000; 2017/18: 18,000)
	2.3.5 Increased delivery of efficient and effective HIV/AIDS/sexually transmitted infection prevention, treatment, care and support within the disarmament, demobilization and reintegration process (2015/16: 0, 2016/17: 5,000; 2017/18: 6,000)

Outputs

- Provision of technical and logistical support for disarmament and demobilization at the cantonment sites and other predesignated locations for 10,000 elements of armed movements
- Conduct of the identification, verification, profiling and registration of armed groups as well as sensitization, psychosocial support, civic education, reconciliation and orientation activities in both the cantonment sites and the communities of return of former combatants
- Socioeconomic reinsertion of 10,000 former combatants monitored in the communities
- Conduct of 5 workshops on advocacy, and technical advice for national institutions and civil society, including women's organizations and community leaders, and to build the capacity of national counterparts in the effective implementation of the disarmament, demobilization and reintegration programme
- Conduct of 8 workshops with local communities, including women, as part of a continuous sensitization campaign in the regions on the return of former combatants of armed movements to the communities
- Provision of advice and technical support to the National Commission on Disarmament, Demobilization and Reintegration on the critical issues that may arise during the implementation phase of the programme
- Implementation of 30 community violence reduction and community-based socioeconomic reinsertion projects for 18,000 former combatants, associate members of armed groups and community members, including women, youths at risk and special needs groups
- 212 monitoring and evaluation visits to cantonment sites during the conduct of disarmament, demobilization and reintegration operations, comprising 192 visits to cantonment sites (24 visits per cantonment site), 16 technical assessment missions by the disarmament, demobilization and reintegration

information technology team (2 visits per site) and 4 visits to Taoudenni; as well as 50 visits during the implementation of community violence reduction and community-based socioeconomic reinsertion projects in the regions

- Conduct, with relevant national structures, of 6 sensitization visits to refugee camps in neighbouring countries (Burkina Faso, Mauritania and the Niger) and liaison with local authorities in charge of refugees and infiltrated combatants, to prepare for the possible repatriation of combatants
- Provision of advocacy and technical advice to national institutions and civil society organizations, including women's organizations, in cooperation with the United Nations Children's Fund (UNICEF) to support the identification, verification, release, family tracing and reunification, as well as the reinsertion, of children associated with armed forces/movements
- Conduct of 24 visits to 8 cantonment and/or disarmament, demobilization and reintegration sites (2 visits each) to verify and advocate the release of children associated with armed groups and to train members of armed movements on child protection and children's rights in coordination with MINUSMA and UNICEF
- 6,000 ex-combatants are sensitized on the risk of HIV and AIDS and are provided with voluntary and confidential counselling and testing, treatment, care and support services
- Advocacy and technical advice provided to national institutions and civil society organizations, including women's organizations, in cooperation with UNICEF, to raise awareness about the grave violations committed against children, through 4 workshops in central and northern Mali, benefiting 120 participants
- Conduct of 8 visits to 8 cantonment sites (1 visit each) to raise the awareness of armed group members about conflict-related sexual violence during the disarmament, demobilization and reintegration process

Expected accomplishments	*Indicators of achievement*
2.4 Improved governance of security institutions, including through the implementation of the security provisions of the peace agreement	2.4.1 Establishment and implementation of a national security sector reform strategy and vision by the Government, including a fundraising mechanism (2016/17: 1 strategy adopted; 2017/18: 1 strategy implemented)
	2.4.2 Terms of reference for the national security sector reform implementation mechanisms (coordination cell, thematic groups and sectoral committees of the ministries) are drafted by the Government with MINUSMA support and have been adopted and the members of the mechanisms appointed by the Government
	2.4.3 Drafting and implementation of a national defence and security strategy, a national border security strategy and a national counter-terrorism strategy (2016/17: 3 strategies adopted; 2017/18: 3 strategies implemented)
	2.4.4 Malian Defence and Security Forces provide sexual violence-sensitive services and receive, investigate and respond to sexual violence cases with appropriate standard operating procedures and referral pathways
	2.4.5 Increase in the percentage of female personnel employed by the Malian Defence and Security Forces (police: 2015/16: 12 per cent; 2016/17: 15 per cent;

	2017/18: 17 per cent; gendarmerie: 2015/16: 3 per cent; 2016/17: 4 per cent; 2017/18: 5 per cent; national guard: 2015/16: 5 per cent; 2016/17: 7 per cent; 2017/18: 8 per cent; armed forces: 2015/16: 6 per cent; 2016/17: 8 per cent; 2017/18: 9 per cent)
	2.4.6 The Specialized Judicial Unit on Terrorism and Transnational Organized Crime remains fully staffed, and equipment and capacity-building to investigate and prosecute cases of transnational organized crime and terrorism are delivered (2016/17: 50 officers, 3 prosecutors and 8 investigation judges; 2017/18: 50 officers, 3 prosecutors and 8 investigation judges)
	2.4.7 Progress towards the implementation of a coordinated criminal justice approach on the fight against terrorism and transnational organized crime (national counter-terrorism strategy: 2016/17: 0; 2017/18: 1)
	2.4.8 The staff of the Specialized Judicial Unit on Terrorism and Transnational Organized Crime is trained on the applicable international instruments on terrorism and transnational organized crime (2016/17: 25 per cent of the staff; 2017/18: 75 per cent)

Outputs

- Advice to and capacity-building of senior government personnel on security sector reform, including 1 training course on strategic planning and change management, 1 workshop on monitoring and evaluation, 1 workshop on human resources and the co-location of a temporary security sector reform capacity in the national security sector reform coordination cell, and 1 national seminar on security sector reform with all relevant actors from civil society organizations, government institutions and the international community
- Advice and capacity-building on democratic governance of the security sector for the National Assembly and other legislative bodies, including 2 workshops on public expenditure of the security sector
- Sensitization and capacity-building of civil society on security sector reform, including 5 workshops with civil society organizations on national security sector reform (in Bamako, Gao, Mopti, Timbuktu and Kidal), 2 workshops on gender-responsive security sector reform and 4 perception surveys among the local population on their relations with security institutions
- 5 workshops to support the National Council on Security Sector Reform in its efforts to implement a national security and defence strategy, 5 workshops to support the implementation of the national border security strategy and 5 workshops (in Bamako, Mopti, Gao, Timbuktu and Kidal) with civil society organizations, including women's and youth groups, on the integrated national strategy on counter-terrorism and countering violent extremism
- Provision of technical advice to the parliamentary committee on defence and security on the development of a strategic plan for the democratic oversight of the security sector and 2 workshops to support civilian oversight mechanisms, including the parliamentary committee on defence and security
- 1 joint security sector assessment mission of the African Union, the Economic Community of West African States and the United Nations, led by MINUSMA, including regional validation workshops and a handover of the final report to the Malian authorities in Bamako
- Provision of technical advice, in cooperation with United Nations agencies, in support of the vetting process of the Malian territorial police as well as facilitation of the applicant screening process

- Provision of technical and advisory assistance, through 5 meetings, on the development of security sector reform strategic plans and training programmes that include special measures to end impunity for perpetrators of sexual violence, specifically, advocacy for national legislation on sexual violence and the recognition of victim status for the survivors of sexual violence
- Provision of 3 workshops and 3 awareness-raising and capacity-building training sessions on sexual and gender-based violence/conflict-related sexual violence for civil society organizations, including women's organizations, and provision of technical assistance and advice through 10 meetings to prevent and ensure accountability for incidents of conflict-related sexual violence committed by Malian Defence and Security Forces
- 5 training-of-trainers courses on the monitoring of violations of children's rights for 100 Malian instructors (from police and military academies)
- 6,400 Malian Defence and Security Forces students benefit from weeklong training courses on various modules, varying from general policing skills to community policing, the fight against serious organized crime and terrorism, deontology, human rights and gender, as identified in the joint training programme for 2017-2018
- A proposal for a prosecution support cell within the Specialized Judicial Unit on Terrorism and Transnational Organized Crime to support Malian criminal justice actors in combating terrorism and transnational organized crime
- Organization of 3 specialized training activities for judges, prosecutors and judicial police on counter-terrorism and transnational organized crime, together with the partners in the Global Focal Point for the Police, Justice and Corrections, in relation to the rule of law in post-conflict and other crisis situations
- Organization of 1 regional workshop in Bamako for criminal justice stakeholders on a regional approach to addressing terrorism and transnational organized crime

External factors

All signatories to the peace agreement are willing to implement and respect the provisions of the agreement. The presence and the activities of non-compliant armed groups do not disrupt or hinder the implementation of the disarmament, demobilization and reintegration programme. National structures are fully functional, and adequate financial and logistical support is available to implement the cantonment and disarmament, demobilization and reintegration processes. Opération Barkhane and the European Union Training Mission in Mali maintain their current focus and mandate. The reform and capacity development of the Malian Defence and Security Forces make effective progress and generate additional employable units for deployment to northern and central Mali

Table 3

Human resources: component 2, security stabilization, monitoring and supervision of the ceasefire and protection of civilians

Category	***Total***
I. Military observers	
Approved 2016/17	**40**
Proposed 2017/18	**40**
Net change	–
II. Military contingents	
Approved 2016/17	**13 249**
Proposed 2017/18	**13 249**
Net change	–

III. United Nations police	
Approved 2016/17	**380**
Proposed 2017/18	**350**
Net change	**(30)**
IV. Formed police units	
Approved 2016/17	**1 540**
Proposed 2017/18	**1 570**
Net change	**30**

	International staff								
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2016/17	1	1	–	–	1	**3**	14	–	**17**
Proposed posts 2017/18	1	1	–	–	1	**3**	14	–	**17**
Net change	–	–	–	–	–	–	–	–	–
Office of the United Nations Police Commissioner									
Approved posts 2016/17	–	2	7	1	1	**11**	13	–	**24**
Proposed posts 2017/18	–	2	7	1	1	**11**	13	–	**24**
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Division									
Approved posts 2016/17	–	1	6	13	1	**21**	47	5	**73**
Proposed posts 2017/18	–	1	6	13	1	**21**	47	5	**73**
Net change	–	–	–	–	–	–	–	–	–
Security Sector Reform and Disarmament, Demobilization and Reintegration Section									
Approved posts 2016/17	–	1	8	10	2	**21**	17	8	**46**
Proposed posts 2017/18	–	1	8	10	2	**21**	17	8	**46**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2016/17	1	5	21	24	5	**56**	91	13	**160**
Proposed posts 2017/18	1	5	21	24	5	**56**	91	13	**160**
Net change	–	–	–	–	–	–	–	–	–
Total (I-IV)									
Approved posts 2016/17	–	–	–	–	–	–	–	–	**15 369**
Proposed posts 2017/18	–	–	–	–	–	–	–	–	**15 369**
Net change	–	–	–	–	–	–	–	–	–

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

Component 3: promotion and protection of human rights and justice

91. As described in the framework below, MINUSMA will continue to prioritize monitoring and investigation across the country and in the neighbouring countries, as well as reporting publicly and to the Security Council on violations of human rights and international humanitarian law (including sexual violence and violations against children). As part of its measures to build confidence between the parties, the Mission will continue to document and report in a timely manner on serious ceasefire violations that constitute violations of human rights or international humanitarian law and to monitor the detention of persons detained in connection with the conflict. The Mission will also continue to support State authorities in effectively addressing violations of human rights, including women's and children's rights, reported across the country by the Mission. The Mission will also continue to engage with armed groups to address human rights and international humanitarian law issues.

92. MINUSMA will support the Malian authorities in implementing the provisions of the peace agreement relating to justice, reconciliation and humanitarian issues, including effective transitional justice mechanisms such as the Truth, Justice and Reconciliation Commission. The efforts of civil society and victims' associations in claiming victims' rights for truth and justice will also be supported.

93. MINUSMA will also strengthen the effective implementation of the human rights due diligence policy to ensure the smooth implementation of relevant provisions addressing United Nations support for parties to the peace agreement. The Mission will be involved in supporting troop-contributing countries in the implementation of the policy on human rights screening of United Nations personnel. Through technical cooperation, MINUSMA will continue to strengthen the capacities of key State institutions and civil society actors, including women's and youth organizations, national institutions and traditional and local leaders, in implementing transitional justice processes and activities. The Mission will also place priority on advising and supporting the efforts of the Malian authorities, including the judiciary and the Malian Defence and Security Forces, and of victims' associations to bring to justice the perpetrators of serious violations and implement the established system of protection for victims, witnesses and judicial personnel.

94. MINUSMA will continue to support the National Human Rights Commission and other oversight bodies in protecting and promoting international human rights standards at the national level. The Mission will contribute to the implementation of Security Council resolutions on children in armed conflict and maintain dialogue with the armed forces and armed groups to urge them to follow through with their commitments and action plans to end and prevent grave violations against children, including the recruitment and use of child soldiers.

95. The Mission will continue to build and strengthen the capacity of government institutions, including the judiciary, law enforcement and security forces, to respect the rule of law and international human rights standards. The Mission will support the creation of an international commission of inquiry to deal with crimes against humanity, war crimes, genocide and other grave violations of human rights in accordance with international standards.

Expected accomplishments	*Indicators of achievement*
3.1 Mechanisms and initiatives adopted and strengthened to increase human rights promotion and protection in the post-conflict environment	3.1.1 State authorities continue to address cases of violations of human rights and international humanitarian law (2016/17: 45; 2017/18: 45)

3.1.2 Reduction in the number of cases of human rights violations raised with armed groups in order to improve compliance with human rights law and international humanitarian law (2016/17: 40; 2017/18: 15)

3.1.3 Increase in the number of mitigating measures implemented by non-United Nations security forces, including Malian security forces, receiving MINUSMA support in compliance with the human rights due diligence policy (2015/16: 30; 2016/17: 40; 2017/18: 35)

Outputs

- Weekly human rights monitoring, including regular monitoring visits to detention facilities and investigation missions in the regions of Timbuktu, Gao, Kidal, Mopti, Ménaka and Taoudenni and southern regions of Mali, including Bamako
- 12 special and in-depth investigation missions within Mali and to neighbouring countries to document and verify allegations of serious violations of human rights and of humanitarian law
- 12 needs assessment missions in the northern regions as part of programmatic activities to support civil society, national authorities, the National Human Rights Commission and local media in promoting and protecting human rights
- Support for the establishment of a youth centre in the Mopti region to sensitize, train and equip young women and men to promote peace education, human rights and the fight against violent extremism and radicalization
- 1 week-long seminar, in collaboration with the Malian judicial authorities and the International Institute of Human Rights, on international criminal law and shared experiences in the protection of human rights for 50 high-ranking magistrates, government officials and civil society leaders
- Provision of support, technical advice and capacity-building on human rights to the Malian judicial authorities for the prosecution of crimes constituting violations of human rights and international humanitarian law in accordance with international standards, through the national magistrates' schools
- Monthly meetings with the Ministry of Justice and Human Rights, as part of the joint mechanism established in April 2016, to review and address cases documented by human rights officers across the country, including conflict-related sexual violence and serious violations of children's rights
- Provision of technical and material support, including office equipment, to the Human Rights Directorate of the Ministry of Justice and Human Rights, magistrates and judiciary departments for the judicial treatment of cases related to human rights, including conflict-related sexual violence and serious violations of children's rights
- Weekly discussions with representatives of armed groups in volatile areas to address human rights issues, including conflict-related sexual violence and serious violations of children's rights
- Provision of advice and technical support to Malian Defence and Security Forces schools and the European Union multinational military training mission in Mali to ensure the integration and mainstreaming of human rights into their curricula and training sessions, including through 24 sensitization sessions for armed groups, the Malian armed forces and the Malian Defence and Security Forces on core human rights principles and international humanitarian law
- Provision of advice and support to the Social Services Department of the Ministry of Defence to promote the rights of deceased and injured Malian soldiers and their families, in particular through the organization of a workshop on the human rights of Malian Defence and Security Forces elements

- 12 sensitization sessions and support for civil society, including local media and youth associations, in monitoring, reporting on and engaging in advocacy in the area of human rights
- Provision of technical and advisory support to the National Human Rights Commission in carrying out its functions in compliance with the Paris Principles, including leading independent monitoring, investigation and reporting on human rights violations in Mali, in close collaboration with civil society
- Provision of technical and logistical support, through the deployment of a consultant to the Constitutional Court, for the organization of an international workshop on the role of the Court and the protection of human rights
- Systematic implementation of the human rights due diligence policy in all support provided by MINUSMA to non-United Nations security forces and conduct of systematic background checks of key individuals and stakeholders allegedly involved in human rights violations; 1 workshop for the Mission's leadership, the United Nations country team and national counterparts on the implementation of the human rights due diligence policy
- Issuance of 2 public reports on the situation of human rights in Mali
- Maintenance of communication and information-sharing with individuals and communities at risk through an open-source platform facilitating access to the information and exchange of the Short Message Service, called RapidPro, designed, piloted and scaled to receive information on allegations of human rights violations as well as the resurgence of violent extremism and radicalization, in 24 remote *cercles*
- Broadcasting of 50 national public service announcement spots (in 5 language versions); production of 6,000 T-shirts and other radio-related promotional items (bracelets, mugs, caps, USB sticks, pens and notebooks) and support for campaigns on: the 16 Days Campaign to Combat Violence against Women; Human Rights Day; the International Day of the Child; World AIDS Day; the Day of the African Child; International Women's Day; United Nations Day; the International Day of United Nations Peacekeepers; Peace Day; and election campaigns at the communal, regional and national levels (in 5 local languages)

Expected accomplishments	*Indicators of achievement*
3.2 The Malian transitional justice mechanism and process operate in accordance with international human rights standards	3.2.1 The Truth, Justice and Reconciliation Commission is fully operational in central and northern Mali and carries out regular missions to collect victims' testimonies (2016/17: 1 office is operational; 2017/18: 3 offices are operational)
	3.2.2 Increase in the percentage of cases investigated by the Truth, Justice and Reconciliation Commission out of the total testimonies collected (2016/2017: 0; 2017/18: 50 per cent)
	3.2.3 Increase in the number of victims' associations achieving accountability and redressing victims' rights (2016/17: 5; 2017/18: 10)
	3.2.4 Percentage of women working for the Truth, Justice and Reconciliation Commission (2015/16: 26 per cent; 2016/17: 30 per cent; 2017/18: 35 per cent)
	3.2.5 International Commission of Inquiry is established and is fully operational (2016/17: not established; 2017/18: established and operational)

Outputs

- Provision of technical advice and support to the Subcommittee on Justice, Reconciliation and Humanitarian Issues of the Agreement Monitoring Committee through regular half-day sensitization sessions for the members of the Subcommittee held before its meetings and by making a national professional expert available
- Provision of technical advice and support to judicial and law enforcement oversight bodies through quarterly technical meetings
- Provision of technical advice and logistical support to the International Commission of Inquiry
- Provision of technical advice and support to the Truth, Justice and Reconciliation Commission for its day-to-day activities and on the establishment of a chronology and mapping by region of possible serious human rights violations and abuses committed during the period covered by its mandate
- 1 workshop on the role of traditional leaders in transitional justice mechanisms
- Provision of technical and advisory support, including office materials, for the field investigations of the Truth, Justice and Reconciliation Commission into serious human rights violations, and provision of 1 human rights officer to ensure human rights and gender mainstreaming within the Commission
- Two refresher training sessions for members of the Truth, Justice and Reconciliation Commission on human rights documentation, investigation and reporting, and provision of further technical support in carrying out investigations
- Provision of technical advice and support in the implementation of a national programme on the protection of victims and witnesses, and provision of technical and material support to 10 victims' associations in central and northern Mali and civil society coalitions to carry out their activities on transitional justice and to claim victims' rights to remedy and reparations

Expected accomplishments	*Indicators of achievement*
3.3 Justice institutions are strengthened to deliver basic justice services, uphold the rule of law and apply international human rights and standards	3.3.1 Increase in the number of justice services in accordance with the number of judicial, legal and prison administration personnel trained on and applying international standards applicable to national laws (2015/16: none; 2016/17: 50; 2017/18: 100)
	3.3.2 Delivery to the Ministry of Justice and Human Rights of a strategy to increase access to justice and legal representation (2016/17: none; 2017/18: 1)

Outputs

- Provision of technical expertise to the National Institute for Judicial Training to review and update the training curricula for judges
- Provide support to the National Institute for Judicial Training in creating a section for the training of prison staff and developing a curriculum for corrections officers and prison officials, including the Standard Minimum Rules for the Treatment of Prisoners
- 6 working sessions with the bar association to define and implement a strategy for the provision of free legal assistance and to promote the deployment of Malian lawyers to central and northern Mali
- Monitoring of 10 criminal cases pertaining to serious crimes
- Compilation and distribution of national and international legal documents, treaties and legislation

- Organization of 10 public awareness-raising events and 10 radio programmes, including debates and interviews with relevant actors on national laws and international standards applicable to justice (namely, on detention, juvenile justice and juvenile detention)

Expected accomplishments	*Indicators of achievement*
3.4 Progress towards the elimination of grave violations of human rights in Mali, notably grave violations against children and conflict-related sexual violence	3.4.1 Action plans for an end to grave violations against children signed by parties to the conflict and implemented (2016/17: action plan signed by 1 armed group; 2017/18: action plan signed by another armed group)
	3.4.2 Armed groups sign a binding commitment to address sexual violence (2016/17: 1 armed group signed, 2017/18: another armed group signed)
	3.4.3 Reduction of the risk of HIV infection among women and girls in conflict zones by facilitating access to information, treatment, care and support services (2015/16: 25 women and girls trained and provided with voluntary and confidential counselling and testing services; 2016/17: 1,000; 2017/18: 1,500)

Outputs

- Follow-up established, through 10 meetings with parties to the conflicts, on their commitment to cease grave violations of children's rights, including child recruitment and use, in accordance with Security Council resolutions 1539 (2004), 1612 (2005), 1882 (2009) and 1998 (2011), including on the implementation of subsequent action plans signed by the parties
- 3 child protection training sessions to build the child protection capacities of Malian security and defence institutions (military, police and gendarmerie), government authorities and national partners, including civil society organizations, in promoting children's rights and the protection of conflict-affected children
- 4 training sessions to build the capacities of government authorities and national partners, including civil society organizations, in monitoring and reporting on conflict-affected children and providing appropriate response
- Provision of technical support to the Government for the effective implementation of the activities planned within the framework of the national strategy for the implementation of the Safe Schools Declaration, through advisory services and 1 workshop with national education stakeholders
- 8 reports, including 4 capacity-building training reports, submitted to the Special Representative of the Secretary-General for Children and Armed Conflict and 4 reports on grave violations committed against children submitted to the Working Group Children and Armed Conflict
- Daily monitoring and reporting on grave violations committed against children, 4 field missions (in the regions of Kidal, Gao, Timbuktu and Mopti) to monitor grave violations of children's rights, and continued dialogue with leaders of armed groups, self-defence organizations and militias
- 3 training sessions on the monitoring, analysis and reporting arrangements to reinforce the capacities of United Nations agencies in the monitoring of and reporting on conflict-related sexual violence
- 5 consultations, including meetings, topic-oriented working sessions and advocacy sessions, with national institutions on conflict-related sexual violence, including the gendarmerie, the police and the military, and 3 technical meetings to assist national authorities in resource mobilization, including teams of experts on investigations into conflict-related sexual violence

- 5 meetings to provide technical assistance on conflict-related sexual violence, including the mainstreaming of reparations for victims into the reconciliation process
- 5 meetings with armed groups (Platform and Coordination des mouvements de l'Azawad) and the Malian armed forces to solicit commitments
- Increase awareness of sexual and gender-based violence and conflict-related sexual violence through 2 conferences during the observance of the 16 Days Campaign to Combat Violence against Women (25 November-10 December 2017) and the International Day for the Elimination of Sexual Violence in Conflict
- 8 reports on conflict-related sexual violence, comprising 4 quarterly reports, 2 reports on capacity-building, 1 submission to the annual report of the Secretary-General and 1 annual progress report on the Platform implementation plan
- Support for the implementation of the Platform plan to counter conflict-related sexual violence through 1 workshop for focal points, 1 training-of-trainers course and 3 sensitization sessions for armed groups (Coordination des mouvements et fronts patriotiques de résistance, Mouvement arabe de l'Azawad and Groupe d'autodéfense des Touaregs Imghad et leurs alliés)
- Support for the organization of campaigns/days in Bamako and central and northern Mali: the 16 Days Campaign to Combat Violence against Women, Human Rights Day, World Child Day, the Day of the African Child, World AIDS Day, International Women's Day, United Nations Day, the International Day of United Nations Peacekeepers and Peace Day

External factors

The security situation does not deteriorate further in the northern and central regions of Mali, and asymmetrical attacks and security-related incidents in the central regions of Mali do not increase in number. The different parties remain engaged in dialogue and abide by the terms of the peace agreement

Table 4
Human resources: component 3, promotion and protection of human rights and justice

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	***Total***
Protection of Civilians Unit									
Approved posts 2016/17	–	–	2	2	–	**4**	–	2	**6**
Proposed posts 2017/18	–	–	2	2	–	**4**	–	2	**6**
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2016/17	–	–	1	2	–	**3**	3	1	**7**
Proposed posts 2017/18	–	–	1	2	–	**3**	3	1	**7**
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Advisory Unit									
Approved posts 2016/17	–	–	1	1	–	**2**	3	2	**7**
Proposed posts 2017/18	–	–	1	1	–	**2**	3	2	**7**
Net change	–	–	–	–	–	–	–	–	–
Human Rights Division									
Approved posts 2016/17	–	1	8	16	1	**26**	31	19	**76**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2017/18	–	1	8	16	1	26	31	19	76
Net change	–	–	–	–	–	–	–	–	–
Office of the Women's Protection Adviser									
Approved posts 2016/17	–	–	1	1	–	2	2	1	5
Proposed posts 2017/18	–	–	1	1	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2016/17	–	1	13	22	1	37	39	25	101
Proposed posts 2017/18	–	1	13	22	1	37	39	25	101
Net change	–	–	–	–	–	–	–	–	–

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

Component 4: return of the rule of law and recovery in central and northern Mali

96. As described in the framework below, MINUSMA will continue to support the restoration of State authority and work with the national authorities, specifically criminal justice institutions across the penal chain, to strengthen the delivery of criminal justice. The Mission will collaborate closely with the National Directorate of Penitentiary Administration and Supervised Education, the Ministry of Justice and Human Rights, the national police and the national gendarmerie to secure prison and court facilities and strengthen prison services. In order to build the population's confidence, MINUSMA will continue to conduct training and mentoring of national prosecutorial, judicial and corrections staff, provide support through quick-impact projects and mobilize the United Nations country team and international donors to support the justice and prison institutions across Mali. MINUSMA also supports the global reform of justice in Mali, in particular the rehabilitation of traditional justice and cadis.

97. The Mission will continue to strengthen respect for the rule of law and the democratic governance of security institutions in Mali by contributing to progress towards the restoration and strengthening of State authority in the central and northern parts of the country and strengthening the capacity of State institutions in the Mission's areas of deployment. More specifically, MINUSMA will encourage the Malian authorities to deploy national prosecutors, judges and corrections officers to the central and northern regions and to ensure that justice institutions are accessible to all areas of the population.

98. The Mission will have increased responsibility for facilitating the coherence of efforts and synergies in support of peace consolidation. Support for the implementation of the peace agreement and broadening of the stabilization and recovery agenda can be expected, with a focus on the areas of the restoration of State authority, the strengthening of institutional capacity and inclusive governance. Such efforts will help to create the conditions necessary for longer-term development. Capacity-building and technical support for local and regional authorities will be a key requirement for the delivery of public services at the regional and local levels.

99. Through strategic-level engagement in existing donor coordination structures, MINUSMA will continue to play a leading role in advancing strategic prioritization and the coherence of effort among national and local authorities, international donors, regional stakeholders and the wider United Nations system. MINUSMA will also ensure the effective management of an increased portfolio of stabilization and peacebuilding initiatives, including in the context of its quick-impact projects budget, the Trust Fund in Support of Peace and Security in Mali and the Peacebuilding Fund.

Expected accomplishments	*Indicators of achievement*
4.1 Strengthening of judicial authority in central and northern Mali	4.1.1 Progress towards the implementation of the November 2015 Emergency Programme for Justice Reform and Implementation of the Peace Agreement (2016/17: Justice and Corrections Section activities under the Emergency Programme are partially implemented; 2017/18: all Justice and Corrections Section activities under the Emergency Programme are fully implemented)
	4.1.2 A framework on the role of, and relationship between, traditional justice practices (cadi system) and the formal justice system is established (2016/17: no existing framework; 2017/18: framework established)
	4.1.3 Tribunals in the regions of Gao, Timbuktu and Kidal and the districts of Mopti affected by the conflict are fully operational (buildings open, staff present, processing cases) (2016/17: 12; 2017/18: 13)
	4.1.4 Prisons remain fully operational (buildings open, staff and inmates present) in the regions of Gao, Timbuktu and Kidal, and the districts of Mopti affected by the conflict are fully operational (buildings open, staff and inmates present) (2015/16: 12; 2016/17: 12; 2017/18: 13)
	4.1.5 Increase in the number of criminal cases processed by tribunals in the regions of Gao, Timbuktu and Kidal and the districts of Mopti affected by the conflict (2015/16: none; 2016/17: 25; 2017/18: 50)

Outputs

- Organization of a national conference to promote increased understanding of the role of, and the relationship between, traditional justice practices (the cadi system) and the formal justice system
- 30 advisory sessions for judges, prosecutors and other judicial/court staff on national and international criminal justice standards, techniques and best practices
- Support for the National Directorate of Penitentiary Administration and Supervised Education in implementing standard security plans and standard internal regulations for prisons/detention facilities, resulting in the adoption of 6 out of 7 regional prison security plans and 50 per cent of all Malian prison plans

- Support for the Ministry of Justice and Human Rights, in coordination with other rule of law actors, on the implementation of the requirement of the peace agreement that the role of sharia law and the cadi system be recognized in Mali, and holding of a conference to promote national dialogue on the issue
- Provision of support to the Ministry of Justice and Human Rights for the implementation of the national justice reform strategy, through technical advice to and participation in the Agreement Monitoring Committee Subcommittee on Justice, Reconciliation and Humanitarian Affairs
- 12 meetings of the coordination framework for criminal justice stakeholders: 4 each in the regions of Mopti, Timbuktu and Gao
- Provision of support to the Ministry of Justice and Human Rights for the full operationalization of 13 tribunals and 13 prisons, including the ability to store and analyse prisoner statistics

Expected accomplishments	*Indicators of achievement*
4.2 Progress towards stable and equitable socioeconomic development in central and northern Mali	4.2.1 Regional stabilization plans have been developed and validated and are operational for Kidal, Ménaka and Taoudenni (2016/17: 0 regional stabilization plans adopted; 2017/18: 3)
	4.2.2 Regional stabilization plans for Timbuktu, Gao and Mopti have been readjusted and validated in line with the provisions outlined in the peace agreement (2017/18: 3 regional stabilization plans updated)

Outputs

- Provision of support through the holding of 6 capacity-building workshops for the inclusive and coordinated development and readjustment by the government technical services of Ménaka, Taoudenni, Kidal, Gao, Timbuktu and Mopti of regional stabilization plans for those regions, taking into consideration conflict sensitivity and gender concerns
- Monthly consultations with, and provision of technical support to, the authorities at the national and regional levels in each of the 6 northern regions to reinforce local capacity and technology in line with new decentralized responsibilities
- Joint mapping through the Commission for the Rehabilitation of Post-Conflict Zones with the authorities and the United Nations country team's initiatives and programmes in the north in order to ensure a harmonized understanding and foster programmatic synergies
- Technical support for an updated needs assessment, in coordination with the United Nations country team, and development of the second phase of peacebuilding interventions in areas possibly identified under a peacebuilding priority plan for Mali
- Mobilization of at least 30 per cent of additional funding (compared with the $29.8 million received since 2013 and based on current negotiations with Canada and Denmark on contributions) through the Trust Fund in Support of Peace and Security in Mali and regular donor liaison in order to continue to support Malian institutions in critical areas directly relevant to the implementation of the peace agreement
- Provision of good offices and strategic advice through monthly coordination meetings with donors, United Nations agencies, funds and programmes and non-governmental organizations on aid effectiveness, including the identification of opportunities for joint MINUSMA-United Nations country team initiatives, in consultation with the authorities
- Support for the implementation of 5 projects promoting a culture of peace and reconciliation through cultural and traditional activities in conflict-affected areas, including UNESCO rehabilitation projects

- Daily logistical support for the Government, the United Nations country team and humanitarian and development partners in facilitating the return of State authority and humanitarian and development priority activities in central and northern Mali, organization of transportation for and facilitation of the ground coordination and organization of meetings and field visits, including liaison with other Mission components (including force/police for security escorts) in areas requiring enabling support
- Outreach and visibility activities, including monthly bulletins and improved visual tools, to increase awareness among technical and financial partners about MINUSMA projects in support of the return of State authority, stabilization and recovery in central and northern Mali
- Public information campaigns on the Mission's contribution to stabilization and recovery through quick-impact projects and the Trust Fund in Support of Peace and Security in Mali, including weekly radio programming, 1 video documentary, 3 television spots and 3 photo galleries/radio spots for a public service announcement campaign
- Weekly radio programming on the use of the United Nations Peacebuilding and Development Assistance Framework for the period 2015-2019 as the key to guiding the work among agencies, MINUSMA and the Government, including 1 video documentary and 1 photo gallery with high-level national and international guests and monthly forums to discuss this process

External factors

The security environment improves, facilitating the return of State authority to the central and northern areas of the country and access to vulnerable populations for humanitarian and development partners. The presence and activities of non-compliant armed groups do not disrupt or hinder the implementation of the planned activities. Confidence-building among the parties allows for an enabling environment for transition interventions. International partners and donors support stabilization and recovery activities, including through extrabudgetary funding

Table 5
Human resources: component 4, return of the rule of law and recovery in central and northern Mali

Category									**Total**
I. Government-provided personnel									
Approved posts 2016/17									**16**
Proposed posts 2017/18									**19**
Net change									**3**
	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff[a]*	*United Nations Volunteers*	**Total**
Office of Stabilization and Early Recovery									
Approved posts 2016/17	–	1	11	–	2	**14**	22	7	**43**
Proposed posts 2017/18	–	1	11	–	2	**14**	22	8	**44**
Net change	–	–	–	–	–	–	–	**1**	**1**
Justice and Corrections Section									
Approved posts 2016/17	–	1	9	7	1	**18**	12	8	**38**
Proposed posts 2017/18	–	1	9	7	1	**18**	12	8	**38**
Net change	–	–	–	–	–	–	–	–	–

Subtotal									
Approved posts 2016/17	–	2	20	7	3	**32**	34	15	**81**
Proposed posts 2017/18	–	2	20	7	3	**32**	34	16	**82**
Net change	–	–	–	–	–	–	–	**1**	**1**
Total (I and II)									
Approved 2016/17	–	–	–	–	–	–	–	–	**97**
Proposed 2017/18	–	–	–	–	–	–	–	–	**101**
Net change	–	–	–	–	–	–	–	–	**4**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

Office of Stabilization and Early Recovery

United Nations Volunteers: increase of 1 position (establishment of 1 United Nations Volunteer position)

100. In order to ensure better integration with the activities of UNESCO, it is proposed that the position of Cultural Officer (United Nations Volunteer) be redeployed to the Office of Stabilization and Early Recovery from the Environmental Unit under the Office of the Director of Mission Support.

Component 5: support

101. The support component is tasked with providing rapid, effective, efficient and responsible services to support the implementation of the Mission's mandate through the delivery of related outputs, service improvements and efficiency gains. A total of 15,209 military and police personnel and 1,936 civilian personnel will be provided with effective and efficient logistical, managerial, administrative and technical services in support of mandate implementation. This includes personnel administration, the establishment and maintenance of office and accommodation facilities, communications and information technology, air and surface transport operations, medical services, property management, camp services, supply and resupply operations and security services, as well as the administration of the Mission's trust funds.

102. Wherever possible, the Mission will manage its resources and operations in ways that sustainably build national capacities, including through the provision of an intensive training and empowerment programme for national staff. The Mission will also seek to procure locally to foster the development of a local private sector and to stimulate employment, where this is feasible.

Expected accomplishments	*Indicators of achievement*
5.1 Rapid, effective, efficient and responsible support services for the Mission	5.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical/casualty evacuation) (2015/16: 87 per cent; 2016/17: ≥90 per cent; 2017/18: ≥90 per cent)
	5.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2015/16: 8.6 per cent; 2016/17: ≤5 per cent; 2017/18: ≤5 per cent)

5.1.3 Average annual percentage of authorized international posts vacant (2015/16: 16 per cent; 2016/17: 15 per cent ± 3 per cent; 2017/18: 12 per cent ± 3 per cent)

5.1.4 Average annual percentage of female international civilian staff (2015/16: 31 per cent; 2016/17: ≥33 per cent; 2017/18: ≥35 per cent)

5.1.5 Average number of working days for roster recruitments, from closing of the job opening to candidate selection, for all international candidate selections (2015/16: 81; 2016/17: ≤50; 2017/18: ≤48)

5.1.6 Average number of working days for post-specific recruitments, from closing of the job opening to candidate selection, for all international candidate selections (2015/16: 195; 2016/17: not applicable; 2017/18: ≤130)

5.1.7 Overall score on Department of Field Support Environmental Management Scorecard (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100)

5.1.8 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2015/16: not applicable; 2016/17: ≥85 per cent; 2017/18: ≥85 per cent)

5.1.9 Compliance with the field occupational safety risk management policy (2015/16: 75 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

5.1.10 Overall score on the Department of Field Support property management index based on 20 underlying key performance indicators (2015/16: 1,724; 2016/17: ≥1,800; 2017/18: ≥ 1,800)

5.1.11 Percentage of contingent personnel in standards-compliant United Nations accommodations at 30 June, in accordance with memorandum of understanding (2015/16: 76 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2015/16: 92 per cent; 2016/17: ≥95 per cent; 2017/18: ≥95 per cent)

Outputs

Service improvements

- Implementation of the mission-wide Environmental Action Plan, in line with the Department of Field Support environmental strategy

- Support for the implementation of the Department of Field Support supply chain management strategy and blueprint
- Provision of reliable logistical and tactical military support by constructing and refurbishing several airfields and helipads in various locations
- Improve the hygienic and safety conditions, reduce the harmful environmental impact and increase the positive public perception of the Mission by providing solid, biomedical, wastewater and sludge waste services and installing and operating several purification and wastewater treatment plants, in addition to services contracted for with local providers
- Campaign to plant trees to be used as windbreaks, improve living conditions, contribute to carbon dioxide sequestration and reduce the Mission's environmental footprint

Aviation services

- Operation and maintenance of a total of 84 aircraft (9 fixed-wing and 29 rotary-wing) as well as 46 unmanned aerial vehicles, which are part of a service capacity of 21 unmanned aerial systems
- Provision of a total of 20,248 planned flight hours (8,770 by commercial providers and 11,478 by military providers) for all services, including passenger, cargo, patrol and observation, search and rescue, casualty and medical evacuation
- Oversight of aviation safety standards for 84 aircraft and 17 regularly used airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of $1,077.6 million, within delegated authority

Civilian personnel services

- Provision of human resources services to a maximum strength of 1,917 authorized civilian personnel, comprising 822 international staff, 903 national staff, 2 international temporary positions and 190 United Nations Volunteers, including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management in line with delegated authority
- Provision of in-mission training courses to 4,220 civilian personnel and support for out-of-mission training for 231 civilian personnel
- Support for the processing of 4,807 in-mission and 302 outside-mission travel requests for non-training purposes and 231 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 18 mission sites in 14 locations
- Implementation of 12 construction, renovation and alteration projects, including the construction/maintenance of 5 airfields and 12 hospitals
- Operation and maintenance of 300 United Nations-owned generators and 26 solar power panels/plants
- Operation and maintenance of United Nations-owned water supply and treatment facilities comprising 42 wells/boreholes and 72 water treatment and purification plants in 14 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, in 18 sites
- Provision of cleaning, ground maintenance, pest control and laundry services in 7 sites

Fuel management services

- Management of the supply and storage of 22.6 million litres of aviation fuel for 84 air assets for air operations, 6.8 million litres of fuel for ground transportation, and 21.8 million litres of fuel for generators and other facilities and of oil and lubricants across distribution points and storage facilities in 21 locations

Geospatial information and telecommunications technology services

- Provision of and support for 3,642 handheld portable radios, 729 mobile radios for vehicles and 159 base station radios
- Operation and maintenance of 8 FM radio broadcast stations and 9 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communications, including 25 very small aperture terminals, 32 telephone exchanges and 66 microwave links, as well as provision of mobile phone service plans
- Provision of and support for 2,558 computing devices and 1,082 printers for an average strength of 3,291 civilian and uniformed end users, in addition to 699 computing devices and 434 printers for the connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 164 local area networks (LANs) and WANs at 13 sites
- Analysis of geospatial data covering 1.2 million square km, maintenance of topographic and thematic layers and production of 6,000 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities comprising 5 level I clinics/dispensaries and support for contingent-owned medical facilities comprising 33 level I clinics and 3 level II hospitals in 12 locations, as well as maintenance of contractual arrangements with 2 hospitals/clinics
- Maintenance of medical evacuation arrangements for 3 medical facilities, comprising 1 level III and 2 level IV hospitals, in 3 locations within and outside the mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated $183.9 million in acquired goods and commodities in line with delegated authority
- Receipt, management and onward distribution of up to 18,000 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below the threshold of $5,000, with a total historical cost of $344.82 million as at 30 June 2016, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 15,209 authorized military and police personnel, comprising 40 military observers, 400 military staff officers, 12,849 contingent personnel, 350 United Nations police officers and 1,570 formed police personnel, in addition to 19 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 60 military and formed police units in 17 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 14,439 military contingent personnel and formed police personnel

- Support for the processing of claims and entitlements for an average strength of 770 military and police personnel and 19 government-provided personnel
- Support for the processing of 751 in-mission and 78 outside-mission travel requests for non-training purposes and 16 travel requests for training purposes

Vehicle management and ground transport services

- Operation and maintenance of 843 United Nations-owned vehicles (comprising 446 light passenger vehicles, 137 special-purpose vehicles, 6 ambulances, 12 armoured personnel carriers, 166 armoured vehicles and 76 other specialized vehicles), trailers and attachments, 3,214 contingent-owned vehicles, and 7 workshop and repair facilities in 7 locations, as well as provision of transport and shuttle services for an average of 200 staff per day

Security services

- Provision of security services through an emergency communications system 24 hours a day, 7 days a week, throughout the mission area, comprising 16 locations
- 24-hour close protection services for 3 senior mission staff and all visiting high-level officials
- Mission-wide site security assessment reassessment, including residential surveys for 900 locations in Bamako
- Conduct of a total of 250 information sessions on security awareness and contingency plans for all mission staff and 50 security briefings for visitors and delegations
- Conduct, on a weekly basis, of Safe and Secure Approaches in Field Environments training sessions, for a total of 47 sessions for 1,175 new mission personnel
- Conduct of security investigations and submission of 950 reports on all incidents and accidents involving mission properties, civilian personnel, United Nations police and staff officers
- Provision of security for civilian staff, providing services in eight cantonment sites in northern Mali
- Provision of security assessments and escorts to enable civilian staff from MINUSMA and United Nations agencies, funds and programmes to deliver their services and programmes all year long from four main regional capital cities, throughout all mandated regions
- Provision of security assessment and operations for the benefit of the new office to open in Ménaka in early 2017

Conduct and discipline

- Implementation of a conduct and discipline programme for all personnel through prevention, including training, monitoring of investigations and disciplinary and remedial actions

HIV

- Organization of 25 induction training sessions for new arrivals within 6 weeks of their deployment, 10 mandatory awareness sessions on HIV/AIDS for 150 civilian mission personnel, and 5 peer education training sessions in 5 mission locations; hold 2 workshops on voluntary and confidential counselling and testing (VCCT) for 40 HIV counsellors and 3 workshops on post-exposure prophylaxis for 60 post-exposure prophylaxis custodians; conduct a VCCT promotional campaign in a different mission location each quarter, maintain 5 functional static voluntary and VCCT facilities in the Mission and conduct 5 mobile VCCT missions within the battalions; organize 2 United Nations CARES sessions, in Bamako and Gao; organize World AIDS Day 2017 celebrations at all mission locations; undertake supervision missions for service quality control; and conduct 25 mass sensitization programmes for 8,000 military and police personnel and 3 refresher training sessions for 200 uniformed personnel

External factors

Security conditions, particularly in central and northern Mali, will permit the uninterrupted movement of staff and the deployment of operational resources; vendors, contractors and suppliers deliver goods and services as contracted

Table 6
Human resources: component 5, support

Civilian staff	*International staff*					**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2016/17	–	1	4	4	8	**17**	12	4	**33**
Proposed posts 2017/18	–	1	6	7	13	**27**	18	5	**50**
Net change	–	–	**2**	**3**	**5**	**10**	**6**	**1**	**17**
Office of the Deputy Director of Mission Support									
Approved posts 2016/17	–	1	15	13	46	**75**	55	21	**151**
Proposed posts 2017/18	–	1	19	18	44	**82**	54	25	**161**
Net change	–	–	**4**	**5**	**(2)**	**7**	**(1)**	**4**	**10**
Approved temporary positions[b] 2016/17	–	–	–	1	1	**2**	–	–	**2**
Proposed temporary positions[b] 2017/18	–	–	–	1	1	**2**	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2016/17	–	1	15	14	47	**77**	55	21	**153**
Proposed posts 2017/18	–	1	19	19	45	**84**	54	25	**163**
Net change	–	–	**4**	**5**	**(2)**	**7**	**(1)**	**4**	**10**
Supply Chain Management									
Approved posts 2016/17	–	–	6	10	59	**75**	109	24	**208**
Proposed posts 2017/18	–	1	8	11	64	**84**	123	27	**234**
Net change	–	**1**	**2**	**1**	**5**	**9**	**14**	**3**	**26**
Service Delivery									
Approved posts 2016/17	–	1	14	34	146	**195**	249	35	**479**
Proposed posts 2017/18	–	1	20	36	161	**218**	274	34	**526**
Net change	–	–	**6**	**2**	**15**	**23**	**25**	**(1)**	**47**
Subtotal									
Approved posts 2016/17	–	3	39	61	259	**362**	425	84	**871**
Proposed posts 2017/18	–	4	53	72	282	**411**	469	91	**971**
Net change	–	**1**	**14**	**11**	**23**	**49**	**44**	**7**	**100**
Approved temporary positions[b] 2016/17	–	–	–	1	1	**2**	–	–	**2**
Proposed temporary positions[b] 2017/18	–	–	–	1	1	**2**	–	–	**2**

Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2016/17	–	1	89	65	266	364	425	84	875
Proposed 2017/18	–	4	93	71	281	413	469	91	973
Net change	–	**3**	**14**	**11**	**23**	**49**	**44**	**7**	**100**
Security Section									
Approved posts 2016/17	–	–	2	9	107	118	132	–	250
Proposed posts 2017/18	–	–	9	11	138	154	175	–	329
Net change	–	–	**8**	**2**	**31**	**36**	**43**	–	**79**
Total									
Approved 2016/17	–	1	41	71	367	482	557	84	1 125
Proposed 2017/18	–	4	98	84	421	567	644	91	1 302
Net change	–	**3**	**17**	**13**	**54**	**85**	**87**	**7**	**179**

(Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.)

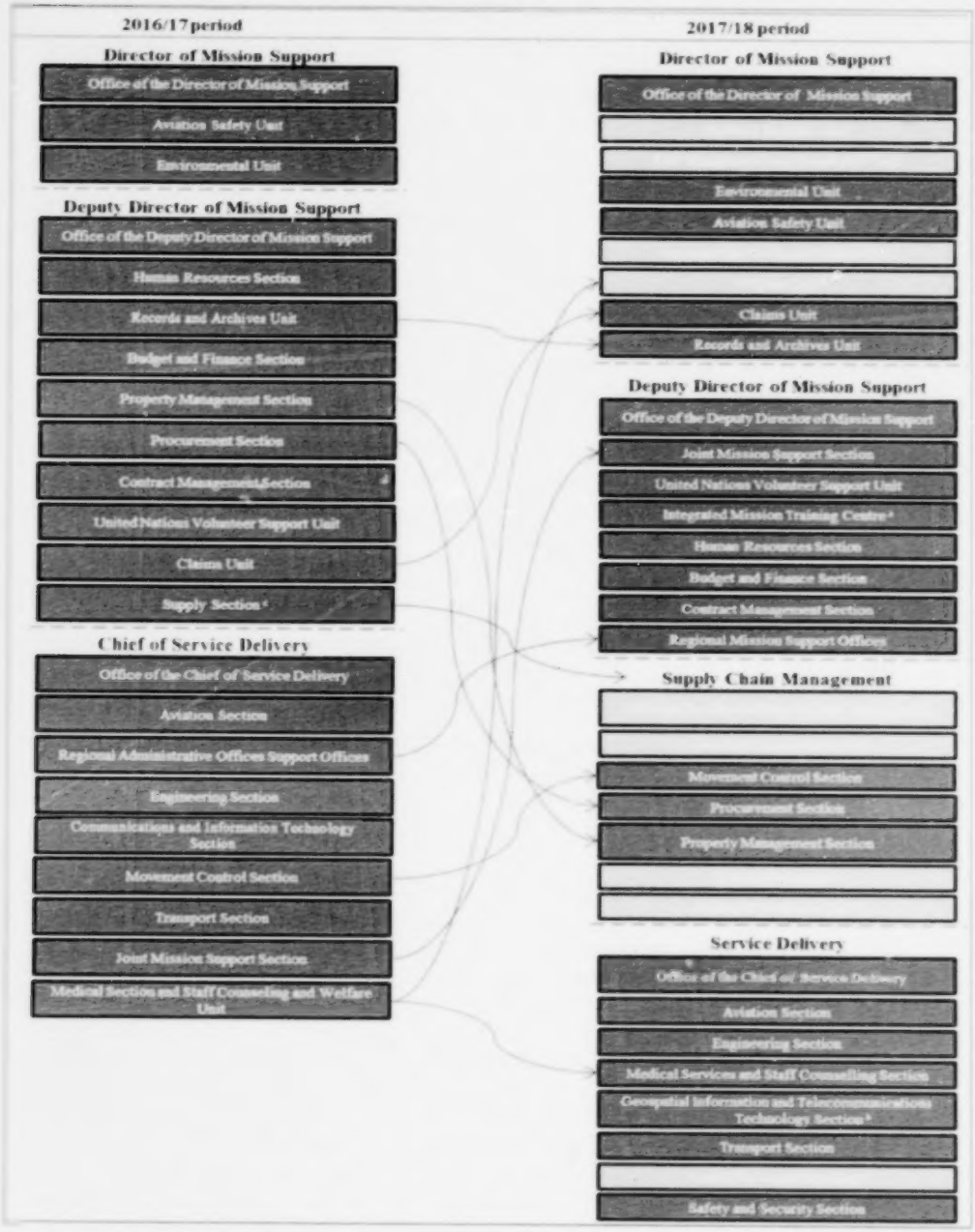
[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

103. The implementation of the reorganization of the Mission Support Division in line with the global field support strategy would lead to changes in reporting lines and the realignment of sections between the existing Office of the Deputy Director of Mission Support and the Service Delivery pillar, as well as with the new Supply Chain Management pillar. The Director of Mission Support would have responsibility for the Business Performance Unit, the Risk Management and Compliance Unit, the Environmental Unit, the Aviation Safety Unit, the Occupational Health and Safety Unit, the Welfare Unit, the Claims Unit and the Records and Archives Unit. The portfolio of the Deputy Director of Mission Support would include the Joint Mission Support Centre, the United Nations Volunteer Support Unit, the Integrated Mission Training Centre, the Human Resources Section, the Budget and Finance Section, the Contract Management Section and regional mission support offices. The Supply Chain Management pillar would encompass the Centralized Acquisition Unit, the Movement Control Section, the Procurement Section, the Property Management Section, the Life Support Unit and the Central Warehouse Unit. The Service Delivery Section would consist of the Aviation Section, the Engineering Section, the Medical Services and Staff Counselling Section, the Geospatial Information and Telecommunications Technology Section, the Transport Section and the Central Passenger Booking Unit. Accordingly, the Joint Mission Support Centre, formerly under the Chief of Service Delivery, would report to the Deputy Director of Mission Support, whereas the Movement Control Section would report to the Chief of Supply Chain Management, but the Central Passenger Booking Unit, formerly part of the Movement Control Section, would remain under Service Delivery. The Integrated Mission Training Centre, formerly reporting to executive direction and management, would become part of the Deputy Director of Mission Support pillar. The Supply Section would cease to exist in its present form, with the centralized acquisition, central warehouse and life support functions forming separate organizational units and reporting directly to the new Chief of Supply Chain Management (D-1). Moreover, the former Medical Section and Staff Counselling and Welfare Unit would be separated into the Welfare Unit, which would report directly to the Director of Mission Support, and

the Medical Services and Staff Counselling Section, which would remain under the Service Delivery pillar. The Communications and Information Technology Section would be renamed the Geospatial information and Telecommunications Technology Section.

Realignment of the structure of the Mission Support Division



[a] New section.
[b] Renamed.
[c] Posts of the Supply Section have redeployed to the Centralized Acquisition Unit, the Life Support Unit and the Central Warehouse Unit.

International staff: net increase of 85 posts

National staff: net increase of 87 posts

United Nations Volunteers: net increase of 7 positions

Office of the Director of Mission Support

International staff: net increase of 10 posts (establishment of 2 P-4, 2 P-3 and 5 Field Service posts and redeployment of 1 P-3 post)

National staff: net increase of 6 posts (establishment of 1 National Professional Officer post and 1 national General Service post and redeployment of 3 National Professional Officer posts and 1 national General Service post)

United Nations Volunteers: net increase of 1 United Nations Volunteer position (redeployment of 1 United Nations Volunteer position)

104. All cross-cutting activities involving the services of the Mission Support Division are directly under the Office of the Director of Mission Support. All chiefs of services and sections, including the immediate Office of the Director of Mission Support, report to the Director of Mission Support and seek final decisions and the issuance of directives as required. The Office of the Director of Mission Support is also the gateway for mission support activities and interacts daily with substantive, military and police components. Meeting the demands of the increasing numbers of troops and police personnel, and setting up/organizing effective and efficient offices in the regions in order to implement the Mission's mandate as well as decrease its footprint in Mali, are critical responsibilities of the Office. The workload of the immediate Office of the Director of Mission Support also involves dealing with the movement of personnel and various types of documents requiring the Director's authorization and approval. In the light of the increase in the workload of the Office of the Director of Mission Support, it is proposed that the Office be strengthened through the establishment of one Field Service post. Moreover, in order to ensure fair distribution of work within the Office, the reassignment of one P-4 post to the Risk Management and Compliance Unit is proposed.

Risk Management and Compliance Unit

International staff: increase of 2 posts (reassignment of 1 P-4 post from the immediate Office of the Director of Mission Support and establishment of 1 Field Service post)

105. The proposed establishment of the Risk Management and Compliance Unit is aimed at helping MINUSMA to identify risks affecting the implementation of its mandate and to facilitate strategic planning and decision-making. It will ensure that activities are carried out in compliance with United Nations regulations and rules and established policies. The Unit would be responsible for the Mission's risk management in accordance with the guidance provided by the Department of Peacekeeping Operations and the Department of Field Support. The Unit would develop cross-cutting approaches to risk management and audit guidance as well as training materials for the staff of the Mission's components. The Unit would also be responsible for the development and implementation of enterprise risk management and ensure that all internal and external audit observations and recommendations are responded to and that corrective actions are taken to modify or improve internal control procedures. In that connection, it is proposed that the Unit comprise one post of Chief of the Risk Management and Compliance Unit (P-4), to be accommodated through the reassignment of one P-4 post from the immediate office of the Director of Mission Support and the establishment of one post of Administrative Assistant (Field Service). The incumbent would be responsible for

overseeing the preparation and implementation of the Unit's workplan related to risk management and oversight activities; ensuring the alignment of risk management with internal control measures; and working closely with heads of offices to ensure ongoing dialogue on risk management and the integration of risk management processes into both strategic planning and day-to-day operations. The incumbent would also provide guidance on the introduction of methodologies for collecting, collating and disseminating data related to risk management and compliance at the Mission. He or she would critically review the recommendations of oversight bodies, advising the Director of Mission Support on whether to accept or reject them, taking into account, inter alia, the cost of their implementation and the benefits that might arise, competing priorities, materiality and the risk management framework adopted by the Mission, and identifying and suggesting alternative solutions to the problems arising from the findings if the recommendations are to be rejected.

Occupational Health and Safety Unit

International staff: increase of 2 posts (establishment of 1 P-4 post and 1 Field Service post)

National staff: increase of 1 post (establishment of 1 national General service post)

106. The establishment of an Occupational Health and Safety Unit under the Office of the Director of Mission Support in order to effectively address occupational health and safety matters in the workplace is proposed. The Unit would significantly assist in the prevention and mitigation of hazards and risks and provide for the reduction or minimization of injuries, deaths and the financial loss of assets to the Mission and its personnel. In addition, the Unit would contribute to the Mission's overall programme delivery and productivity through safe work practices by indirectly improving the morale and safety of staff in general. It proposed that the Unit be headed by a Chief Occupational Health and Safety Officer through the establishment of one P-4 post. It is also proposed that the Unit be supported through the establishment of one post of Occupational Health and Safety Officer (Field Service), who would be located at the regional office in Gao, and one post of Occupational Health and Safety Assistant (national General Service), based in the regional office in Timbuktu. The Chief Occupational Health and Safety Officer would provide expert guidance to Mission management while ensuring the implementation of the field occupational safety risk management policy of the Department of Peacekeeping Operations, the Department of Field Support and the Department of Political Affairs and the related standard operating procedures on incident reporting.

Business Performance Management Unit

International staff: increase of 2 posts (establishment of 1 P-4 post and 1 Field Service post)

107. The proposed establishment of the Business Performance Management Unit would enable the Mission to track and measure the performance of the various elements of the Mission Support Division. This would involve the analysis of programme delivery capabilities on a continuous basis as well as the intervention of managers affecting the choice of goals and the assessment of the information monitored and the activities undertaken by MINUSMA. The Unit's activities would also involve the collation and reporting of a large volume of data and the use of business intelligence software and related tools. The Unit would be headed by a Business Analyst through the establishment of one P-4 post, whose incumbent would be responsible for the establishment and monitoring of the Mission's business

goals and would report to the Mission's support leadership through the Director of Mission Support on areas where improvements need to be made as well as areas where the Division is doing well. The incumbent would also work with the other service chiefs to establish key performance indicators for the respective sections where none exist and would provide training and guidance to junior staff. He or she would be supported by a post of Business Intelligence Officer (Field Service) proposed for establishment, whose incumbent would assist the Unit in its business performance tasks and engage in liaison with sections in order to combine and collate all the data from the various Mission components and pillars in order to measure the Division's performance. This would also involve travel to the regions and the establishment of business intelligence reports and databases as key management tools for the Mission's leadership.

Welfare Unit

International staff: increase of 1 post (redeployment of 1 P-3 post from the Medical Section and Staff Counselling and Welfare Unit)

National staff: increase of 4 posts (redeployment of 3 National Professional Officer posts and 1 national General Service post from the Medical Section and Staff Counselling and Welfare Unit)

United Nations Volunteers: increase of 2 positions (redeployment of 2 United Nations Volunteer positions from the Medical Section and Staff Counselling and Welfare Unit)

108. The Medical Section and Staff Counselling and Welfare Unit plays an integral role as a component of mission support whose functions include the provision of effective and efficient administrative and logistical services geared towards the implementation of the MINUSMA mandate. The core function of the Section is to deliver humane and United Nations-standard medical care to all MINUSMA personnel, provide health maintenance and preventive services, coordinate medical and casualty evacuation within and outside the mission area and plan for medical contingencies. In that context, the Section has reviewed its priorities, operational strategies and resource needs in order to appropriately adapt and realign them in response to the mental and physical well-being of United Nations personnel in their respective areas of deployment.

109. In order to focus on clinical and counselling priorities, and to address the significant concerns related to the safety and welfare of United Nations personnel raised in the report of the Secretary-General on the situation in Mali (see S/2016/498, para. 72), it is proposed that the Welfare Unit be separated from the Medical Section and Staff Counselling Unit and that the Welfare Unit report directly to the Director of Mission Support, rather than to the Chief of Service Delivery. Accordingly, the redeployment of the posts of the Unit, comprising one post of Welfare Officer (P-3), in Bamako; three posts of Welfare Officer (National Professional Officer), in Gao, Kidal and Mopti; one post of Welfare Assistant (national General Service), in Bamako; and two positions of Welfare Officer (United Nations Volunteer), in Bamako, from the Medical Section and Staff Counselling Unit is proposed. The Welfare Unit would assess and monitor factors and welfare-related issues affecting staff members and monitor the delivery of welfare programmes. It would also seek to develop adequate welfare programmes permitting work-life balance and addressing challenges faced by the Mission's personnel.

Environmental Unit

National staff: increase of 1 post (establishment of 1 National Professional Officer post)

United Nations Volunteers: decrease of 1 position (redeployment of 1 United Nations Volunteer position to the Office of Stabilization and Early Recovery)

110. The Environmental Unit, with its currently authorized staffing establishment of six posts and positions (1 P-4, 2 National Professional Officer, 1 national General Service and 2 United Nations Volunteer), implements the environmental policies of the Department of Peacekeeping Operations, including by fulfilling an advisory role on the protection of the environment and implementing recommendations on mitigation where the environment is affected by Mission activities. The Unit also raises awareness (including through training) and conducts environmental inspections at all MINUSMA camps. In Mali, environmental protection is extended not only to United Nations installations, but also to cultural and historical sites. The staff of the Unit cover all MINUSMA sites in terms of environmental management, with one Officer, based in Gao, in charge of the Gao and Kidal regions, while Timbuktu activities are supervised to the extent possible from Bamako. In order to ensure the effective management of environmental activities in Timbuktu and facilitate better implementation of the Mission's environmental mandate in the Timbuktu and Tessalit areas, it is proposed that the Unit be strengthened through the establishment of one post of Environmental Officer (National Professional Officer), who would be based in Timbuktu and would be in charge of contributing to the full implementation of the environmental policy of the Department of Peacekeeping Operations and the Department of Field Support and the MINUSMA mandate on environmental management. In addition, to ensure better integration with the activities of UNESCO, it is proposed that the position of Cultural Officer (United Nations Volunteer) be redeployed to the Office of Stabilization and Early Recovery.

Aviation Safety Unit

International staff: increase of 3 posts (establishment of 2 P-3 posts and 1 Field Service post)

111. The Aviation Safety Unit, with its currently authorized staffing establishment of six posts (1 P-4, 3 Field Service and 2 national General Service), carries out aviation safety programme activities aimed ultimately at aviation accident prevention and continuous flight operations at an acceptable level of safety. The Mission, with its proposed aircraft fleet for the 2017/18 period consisting of 9 fixed-wing and 29 rotary-wing aircraft as well as 21 unmanned aerial systems with 46 unmanned aerial vehicles, will concentrate on its key priorities with respect to air transportation and tactical air support. In that connection, the lack of a presence of the national airport authority in the regions, the lack of airspace management and airport control, and increased airspace congestion present a high level of risk not only for MINUSMA, but for all other aircraft operations in northern Mali. The presence of aviation safety staff is essential in order to identify any immediate hazards or risks, support risk management on a daily basis and increase air safety awareness. In order to ensure maximum efficiency and safety within the Mission, it is proposed that the Unit be strengthened through two posts of Aviation Safety Officer (P-3), based in Gao and Kidal, and one post of Aviation Officer (Field Service), based in Timbuktu. The additional staff based throughout the Mission would enable the Unit to assess in a timely manner, report on and, using a risk management approach, improve the effectiveness of accident prevention at the Mission. The Unit would ensure the integration of the Safety Risk Management System into aviation-related processes, including the security, military, civilian and

any other components related to the operation. This would enhance the effectiveness of aviation-related activities at all levels while also addressing the need to preserve human and material resources.

Deputy Director of Mission Support

International staff: net increase of 7 posts (establishment of 1 P-5, 2 P-4, 5 P-3 and 3 Field Service posts, reassignment of 1 P-5 post and abolishment of 5 Field Service posts)

National staff: net decrease of 1 post (abolishment of 1 national General Service post)

United Nations Volunteers: net increase of 4 United Nations Volunteer positions (establishment of 4 United Nations Volunteer positions)

Human Resources Section

International staff: no net change (establishment of 1 P-4 post and abolishment of 1 Field Service post (Principal level))

112. The Human Resources Section, with its currently authorized civilian staffing establishment of 48 posts and positions (1 P-5, 1 P-4, 4 P-3, 18 Field Service, 2 National Professional Officer, 19 national General Service and 3 United Nations Volunteer), is responsible for the Mission's integrated and strategic human resources management services, including the planning of staff recruitment, placement, administration, training services and capacity-building. The Section also prepares and reviews job descriptions relating to various functions carried out at the Mission, establishes and administers the work of local and permanent and ad hoc panels, oversees the monitoring of the entitlements and benefits of military observers and civilian police and plays an advisory role in staff planning, resource allocation and development. It should be noted that, since the inception of the Mission, it has been envisioned that the incumbent of a post of Human Resources Officer (Field Service (Principal level)) would supervise all human resources transactions. However, with the creation of a back-office operation at the United Nations Operation in Côte d'Ivoire (UNOCI) and, most recently, with the transfer of these transaction-related activities to the Regional Support Centre in Entebbe, Uganda, the Mission has played an advisory rather than a transactional role. In line with the ongoing implementation of the strategic human resources initiative to increase the strength of uniformed personnel, the demands placed on the emergency travel, visa and shipment units will result in a significant increase in the workload of the Section. It is therefore proposed that the Field Service post be abolished and that one post of Human Resources Officer (P-4) be established. Since its inception, the Mission has been unable to fill the position of Human Resources Officer (Field Service (Principal level)), as the Department of Field Support has no roster for that position. Moreover, an analysis of the Field Service roster indicates that there not enough currently serving French-speaking Field Service level 6 Human Resources Officers who possess the requisite skills and experience to be considered for the position. The establishment of a post of Human Resources Officer (P-4) would enable the Mission to recruit a suitably qualified candidate in a more expeditious manner.

Budget and Finance Section

International staff: decrease of 4 posts (abolishment of 4 Field Service posts)

National staff: decrease of 1 post (abolishment of 1 national General Service post)

113. The Budget and Finance Section, with its currently authorized civilian staffing establishment of 31 posts and positions (1 P-5, 2 P-4, 3 P-3, 13 Field Service,

9 national General Service and 3 United Nations Volunteer), is responsible primarily for the Mission's compliance with the Financial Regulations and Rules of the United Nations, efficient financial management, the provision of financial services to internal and external clients and the preparation and implementation of and performance reporting on the Mission's budget. In the context of the global field support strategy and the provision of services by the Regional Service Centre in Entebbe, the Section serves as a front office for MINUSMA payment requests and accounting transactions. With the implementation of Umoja cluster 5 at all peacekeeping operations, payroll processes have been automated, which has reduced the workload of the Payroll Unit. As a result, the abolishment of three posts of Payroll Officer (Field Service), one post of Finance and Budget Assistant (Field Service) and one post of Payroll Assistant (national General Service) is proposed.

Regional administrative offices

International staff: increase of 2 posts (establishment of 1 P-5 post and reassignment of 1 P-5 post)

United Nations Volunteers: increase of 1 position (establishment of 1 United Nations Volunteer position)

114. In the light of the recent deterioration of the security situation in Mopti and the surrounding region of Segou, it is proposed that the Mission's support structure in the regional administrative offices be strengthened with one post of Senior Regional Administrative Officer (P-5), to be accommodated through the reassignment of one P-5 post from the Supply Section. Each of the four regional administrative offices (in Kidal, Mopti, Gao and Timbuktu) is under the leadership of a Head of Office, supported by a Regional Administrative Officer and a Regional Security Officer, and works to implement MINUSMA policies and directives at the field level in close collaboration and coordination with the military and police components as well as the United Nations country team. The office in Mopti is also responsible for the management and supervision of all Mission support personnel located in Mopti and temporarily deployed in the enabling camps, and oversees camp management. The Senior Regional Administrative Officer would report to the Head of Office to ensure uninterrupted, effective and efficient support in managing a sustained supply chain and the sustained delivery of services to the Mission components deployed in Mopti, Diabaly, Lere, Douentza and Gossi. MINUSMA also proposes the establishment of a P-5 position for the Ménaka regional office and one United Nations Volunteer position. The duties and responsibilities associated with the positions would be similar to those described above for Mopti.

Joint Mission Support Centre

International staff: increase of 9 posts (establishment of 1 P-4, 5 P-3 and 3 Field Service posts)

United Nations Volunteers: increase of 3 positions (establishment of 3 United Nations Volunteer positions)

115. The Joint Mission Support Centre currently has an authorized staffing establishment of 32 posts and positions (1 P-5, 3 P-4, 2 P-3, 11 Field Service, 7 national General Service and 8 United Nations Volunteer). It is proposed that the Centre be strengthened at the regional office level through the establishment of three posts of Logistics Officer (P-3), in Bamako, Kidal and Timbuktu. The incumbent based in Bamako would contribute to the development of policies, standard operating procedures, concept notes and plans in a centralized and coordinated manner. The incumbent based in Timbuktu would strengthen the ability of the Joint Mission Support Centre to coordinate, monitor and report on logistics

activities in Sector West and carry out the logistics functions currently performed by the Regional Administrative Officer. The incumbent based in Kidal would strengthen the Centre's ability coordinate, monitor and report on logistics operations and carry out functions currently performed by the Regional Administrative Officer. Kidal is the main hub in northern Mali and a key to the stabilization of the country. Moreover, it is proposed that the Joint Mission Support Centre be strengthened through the establishment of two posts of Logistics Assistant (Field Service), in Bamako and Mopti, and two positions of Logistics Assistant (United Nations Volunteer), in Mopti and Ménaka. With Mopti gradually becoming a main hub for logistics operations in the western region, there have never been any dedicated posts for that area, and therefore logistics functions have been carried out by the Regional Administrative Officer. The two positions of Logistics Assistant (1 Field Service and 1 United Nations Volunteer) proposed for Mopti would streamline the coordination of logistics operations in the area, improve the monitoring and reporting functions inherent to the Joint Mission Support Centre and help to enhance the overall quality of logistics in the area. With Ménaka envisaged as a full-fledged region, it is also proposed that another dedicated position of Logistics Assistant (United Nations Volunteer) be established for the region. In addition, one P-3 post and one Field Service post of Logistics Assistant are proposed for the region: the incumbents would be based in Gao owing to the existing security restrictions on the deployment of civilian personnel. The incumbent would ensure the uninterrupted coordination of logistics operations in the area and the constant monitoring and reporting functions inherent to the Joint Mission Support Centre, help to enhance the overall quality of logistics support and manage contingent-owned equipment verification operations. The incumbents would also assist the manager of the Mission's contingent-owned equipment programme in coordinating daily operations. They would be in charge of coordinating the inspection programme of the Contingent-Owned Equipment Unit between contingent-owned equipment teams and supporting the technical sections and contingents of the Mission Support Division in terms of arrival, periodic, operational readiness, repatriation and any other inspections required for the military and formed police units deployed in the mission area. In addition, the incumbents would assist the Chief of the Contingent-Owned Equipment Unit in the preparation and organization of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board.

116. Given the expanded deployment of military personnel, it is proposed that the Joint Mission Support Centre be strengthened with one post of Contingent-Owned Equipment Officer (P-3) and one position of Contingent-Owned Equipment Inspector (United Nations Volunteer). The incumbent of the post of Contingent-Owned Equipment Officer, based in Bamako, would manage the contingent-owned equipment verification operations. He or she would also assist the manager of the Mission's contingent-owned equipment programme in coordinating daily operations, including the Contingent-Owned Equipment Unit inspection programme between contingent-owned equipment teams, as well as support the technical sections and contingents of the Mission Support Division in terms of arrival, periodic, operational readiness, repatriation and any other inspections required for the military and formed police units deployed in the mission area. In addition, the incumbent would assist the Chief of the Contingent-Owned Equipment Unit in the setting-up and organization of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board. The incumbent of the position of Contingent-Owned Equipment Inspector would enhance the overall support provided to the Mission's contingents. Under the direct supervision of the Chief of the Contingent-Owned Equipment/Memorandum of Understanding Management Section and/or the team leader, the incumbent would also participate in arrival,

periodic, operational readiness, repatriation and other inspections of units to verify by physical inspection that the troop- and police-contributing countries and the United Nations are in compliance with their agreed responsibilities as detailed in the memorandum of understanding. In addition, the incumbent would prepare major equipment and self-sustainment verification reports, enter them into the e-contingent-owned equipment system and process them for eventual approval by the manager of the contingent-owned equipment programme or the Chief of the Contingent-Owned Equipment Unit. The incumbent would also provide advice to contingent staff of formed units for which he or she is responsible on all contingent-owned equipment/memorandum of understanding-related matters, including recommendations as to how non-compliance with the memorandum of understanding may be rectified.

Supply Section

International staff: net decrease of 28 posts (redeployment of 1 P-4, 3 P-3 and 23 Field Service posts and reassignment of 1 P-5 post)

National staff: decrease of 37 posts (redeployment of 37 national General Service posts)

United Nations Volunteers: decrease of 6 positions (redeployment of 6 United Nations Volunteer positions)

117. Under the global field support strategy and the supply chain management concept, the Mission is establishing the Supply Chain Management pillar, and therefore the dissolution of the Supply Section is proposed. In that context, the redeployment of 70 posts and positions (1 P-4, 3 P-3, 23 Field Service, 37 national General Service and 6 United Nations Volunteer), as well as the reassignment of one P-5 post, is proposed.

Supply Chain Management

International staff: net increase of 9 posts (establishment of 1 D-1, 2 P-4, 2 P-3 and 5 Field Service posts, reassignment of 1 P-5 post, reclassification of 1 P-4 post, reclassification of 1 P-3 post, redeployment of 2 Field Service posts and reassignment of 2 Field Service posts)

National staff: net increase of 14 posts (establishment of 11 national General Staff posts, redeployment of 4 national General Service posts and reassignment of 6 national General Service posts)

United Nations Volunteers: net increase of 3 United Nations Volunteer positions (establishment of 3 United Nations Volunteer positions, redeployment of 1 United Nations Volunteer position and reassignment of 1 United Nations Volunteer position)

Office of the Chief of Supply Chain Management

International staff: increase of 3 posts (establishment of 1 D-1 post, 1 P-3 post and 1 Field Service post)

National staff: increase of 1 post (redeployment of 1 national General Service post from the Supply Section)

118. In line with the global field support strategy, MINUSMA proposes the full implementation of the global field structure during the period 2017/18 with the establishment of the Supply Chain Management pillar. The pillar would comprise the Centralized Acquisition Unit, the Procurement Section, the Property Management Section, the Central Warehouse Unit, the Life Support Unit and the Movement Control Section. With the expansion of the Mission to northern Mali and

the planned deployment of increasing numbers of uniformed and civilian personnel, the Mission anticipates a significant increase in material and commodities handling. In order to effectively manage the new structure, the Mission proposes the establishment of the Office of the Chief of Supply Chain Management and the related post at the D-1 level. The incumbent would be based in Gao as the Mission seeks to move the supply of items and commodities close to end users. The incumbent would be supported by a post of Administrative Officer (P-3) and two posts of Administrative Assistant (1 Field Service and 1 National General Service), whose establishment is also proposed. The incumbents of the posts of Administrative Officer and Administrative Assistant would assist with everyday information and document management in the Office and assist the Director in following up on various activities within the pillar and across other pillars.

Life Support Unit

International staff: increase of 14 posts (redeployment of 1 P-4 post and 2 P-3 and 11 Field Service posts from the Supply Section)

National staff: increase of 17 posts (establishment of a national General Service post and redeployment of 16 national General Service posts from the Supply Section)

United Nations Volunteers: increase of 4 positions (establishment of 1 United Nations Volunteer position and redeployment of 3 United Nations Volunteer positions from the Supply Section)

119. In line with the global field support strategy, and the implementation of the related global field structure during the period 2017/18 with the establishment of the Supply Chain Management pillar, the establishment of a Life Support Unit is proposed. The Unit would be responsible for the overall management of fuel and rations throughout the Mission in relation to 14,789 military and formed police personnel, including compact rations packs and bottled water. The Unit would process food orders and fuel requests from contingents, carry out the inspection of contractors' operations and the quality control and quality assurance of the entire rations and fuel supply chain, and conduct training and inspections with respect to contingents' rations and fuel operations. It is proposed that the Unit comprise 35 posts and positions: 1 post of Chief of the Life Support Unit (P-4) (in Gao), 1 post of Fuel Officer (P-3) (in Gao), 1 post of Rations Officer (P-3) (in Gao), 11 Field Service posts (1 Rations Officer (in Bamako), 1 Fuel Officer (in Gao), 1 Rations Assistant (in Bamako), 3 Rations Assistant (in Gao), 2 Fuel Assistant (in Bamako) and 3 Fuel Assistant (in Gao, Mopti and Timbuktu)) and 16 national General Service posts (2 Rations Assistant (in Bamako), 2 Rations Assistant (in Gao), 1 Rations Assistant (in Timbuktu), 1 Fuel Assistant (in Bamako), 4 Fuel Assistant (in Gao), 2 Fuel Assistant (in Tessalit), 2 Fuel Assistant (in Mopti), 1 Fuel Assistant (in Timbuktu) and 1 Fuel Assistant (in Kidal)), to be accommodated through the redeployment of the related posts from the Supply Section; 1 post of Rations Assistant (national General Service) (in Mopti) and 1 position of Rations Assistant (United Nations Volunteer) (in Mopti), to be established; and 3 United Nations Volunteer positions to be redeployed: 1 Fuel Assistant (from Tessalit to Gao), 1 Supply Assistant (within Timbuktu) and 1 Rations Assistant (within Timbuktu).

Centralized Acquisition Unit

International staff: increase of 5 posts (redeployment of 1 P-3 post from the Supply Section, reclassification of the same post as a P-4 post and redeployment of 4 Field Service posts from the Supply Section)

National staff: increase of 4 posts (reassignment of 1 National Professional Officer post from the Engineering Section and redeployment of 3 national General Service posts from the Supply Section)

120. In line with the global field support strategy, and the full implementation of the related global field structure during the period 2017/18 with the establishment of the Supply Chain Management pillar, the establishment of a Centralized Acquisition Unit is proposed. The Unit would centralize the acquisition planning for the entire Mission, acting as a central data repository. It is proposed that the Unit be supported through the proposed redeployment of nine posts (1 Chief of the Centralized Acquisition Unit (P-4), 4 Planning and Acquisition Assistant (Field Service), 3 Planning and Acquisition Assistant (national General Service) and 1 Engineer (National Professional Officer)). It is also proposed that the P-3 post proposed for redeployment from the Supply Section, which was formerly a post of Budget Officer, be reclassified as a post of Chief of the Centralized Acquisition Unit (P-4) owing to the expanded scope of responsibilities to be undertaken by the Chief of the Unit.

Central Warehouse Unit

International staff: increase of 19 posts (redeployment of 8 Field Service posts from the Supply Section, redeployment of 2 P-3 and 6 Field Service posts from the Property Management Section and reassignment of 1 P-5 post from the Property Management Section, 1 Field Service post from the Transport Section and 1 Field Service post from the Geospatial Information and Telecommunications Technology Section)

National staff: increase of 35 posts (establishment of 4 national General Service posts, redeployment of 17 national General Service posts from the Supply Section and 8 national General Service posts from the Property Management Section and reassignment of 2 national General Service posts from the Transport Section and 4 national General Service posts from the Geospatial Information and Telecommunications Technology Section)

United Nations Volunteers: increase of 9 positions (redeployment of 3 United Nations Volunteer positions from the Supply Section and 4 United Nations Volunteer positions from the Property Management Section, reassignment of 1 United Nations Volunteer position from the Engineering Section and establishment of 1 United Nations Volunteer position)

121. In line with the global field support strategy, and the full implementation of the related global field structure during the period 2017/18 with the establishment of the Supply Chain Management pillar, the establishment of a Central Warehouse Unit is proposed. The Unit would be responsible for the management of all warehouses at the Mission as well as for the receiving and inspection, storage, issuance and disposal of assets and other inventories. The Unit would also be responsible for the operations of two main warehouses, in Gao and Bamako, and of small warehouses in Kidal, Timbuktu and Mopti. It is also proposed that the civilian staffing establishment of 63 posts and positions (1 P-5, 2 P-3, 16 Field Service, 35 national General Service and 9 United Nations Volunteer) be approved for the Central Warehouse Unit, comprising 1 post of Chief of Property Management (P-5) (in Gao), 1 post of Property Disposal Officer (P-3) (in Bamako), 1 post of Receiving

and Inspection Officer (P-3) (in Gao), 1 post of Property Disposal Officer (Field Service) (in Gao), 2 posts of Property Disposal Assistant (Field Service) (in Gao), 1 post of Receiving and Inspection Assistant (Field Service) (in Gao), 4 posts of Supply Officer (Field Service) (in Bamako, Mopti, Kidal and Timbuktu), 2 posts of Supply Assistant (Field Service) (in Gao), 2 posts of Fuel Assistant (Field Service) (in Gao), 1 post of Fuel Assistant (Field Service) (in Gao), 1 post of Planning and Acquisition Assistant (Field Service) (in Gao), 2 Field Service posts, reassigned from the Transport Section and the Geospatial Information and Telecommunications Technology Section, 3 posts of Property Disposal Assistant (national General Service) (in Gao), 5 posts of Receiving and Inspection Assistant (national General Service) (in Bamako), 27 posts of Supply Assistant (national General Service) (9 in Bamako, 14 in Gao, 1 in Mopti, 1 in Kidal and 2 in Timbuktu), 2 positions of Property Disposal Assistant (United Nations Volunteer) (in Bamako and Gao), 1 position of Receiving and Inspection Assistant (United Nations Volunteer) (in Gao), 3 positions of Supply Assistant (United Nations Volunteer) (in Bamako, Gao and Kidal), 1 position of Supply Assistant (United Nations Volunteer) (in Gao), 1 position of Property Control and Inventory Assistant (United Nations Volunteer) (in Bamako) and 1 newly established position of Fuel Assistant (United Nations Volunteer) (in Gao).

Movement Control Section

International staff: net increase of 4 posts (establishment of 1 P-4, 1 P-3 and 4 Field Service posts and redeployment of 2 Field Service posts to the Central Passenger Booking Unit)

National staff: net increase of 2 posts (establishment of 6 national General Service posts and redeployment of 4 national General Service posts to the Central Passenger Booking Unit)

United Nations Volunteers: no net change (establishment of 1 United Nations Volunteer position and redeployment of 1 United Nations Volunteer position to the Central Passenger Booking Unit)

122. The Movement Control Section, with its currently authorized staffing establishment of 75 posts and positions (1 P-5, 19 Field Service, 43 national General Service and 12 United Nations Volunteer), supports the priorities of the Mission by establishing an effective system that can utilize all available transportation assets for the deployment, redeployment, rotation and repatriation of contingents and the provision of logistical Mission movement control support. The Section supervises all movement control activities at the Mission and has been tailored to function effectively in the challenging and remote areas of operations in Mali. Sector movement control units have been established in Mopti, Gao, Timbuktu, Kidal and Tessalit, where there are high concentrations of contingents and support personnel, while an additional detachment is planned for Ménaka and the deployment of additional personnel is planned in Mopti, Timbuktu, Tessalit, Gao and Bamako to support the increased numbers of military and police contingent personnel under the revised decentralized rotation strategy and to support two new regional offices, in Ménaka and Taoudenni, and the implementation of the peace agreement. The mandated responsibilities of the Section include the rotation of military and police contingents; the planning, coordination and execution of cargo movement within Mali; the customs clearance and delivery of all United Nations-owned and contingent-owned equipment for the Mission; the planning and coordination of the Mission's convoy deliveries in support of operations, particularly in Sector East and Sector North; and the coordination, control and operation of the Mission's container storage facilities. In the context of the expansion of the military and police components of the Mission, it is proposed that

the Section be strengthened through the establishment of one post of Movement Control Officer (P-4) (in Bamako), one post of Movement Control Officer (P-3) (in Timbuktu), three posts of Movement Control Assistant (Field Service) (in Kidal, Ménaka and Tessalit), one post of Movement Control Assistant (Field Service) (in Mopti), one position of Movement Control Assistant (United Nations Volunteer) (in Tessalit) and two posts of Movement Control Assistant (national General Service) (in Gao).

123. Within the Movement Control Section, the redeployment of 24 posts and positions (1 P-5, 9 Field Service, 9 National General Service and 5 United Nations Volunteer) from Bamako to Gao is proposed.

124. In addition, the redeployment of seven posts (2 Field Service, 4 national General Service and 1 United Nations Volunteer) from the Movement Control Section to the Central Passenger Booking Unit is proposed.

Property Management Section

International staff: net decrease of 8 posts (establishment of 1 P-4 post, redeployment of 2 P-3 and 6 Field Service posts to the Central Warehouse Unit and reassignment of 1 P-5 post to the Central Warehouse Unit)

National staff: decrease of 8 posts (redeployment of 8 national General Service posts to the Central Warehouse Unit)

United Nations Volunteers: decrease of 4 positions (redeployment of 4 United Nations Volunteer positions to the Central Warehouse Unit)

125. The Property Management Section, with its currently authorized civilian staffing establishment of 33 posts and positions (1 P-5, 4 P-3, 10 Field Service, 14 national General Service and 4 United Nations Volunteer), provides effective and efficient property management and asset life-cycle management for all United Nations-owned equipment through the provision of appropriate services throughout the mission area. The Section is responsible for managing the overall asset life cycle with regard to monitoring, oversight and control, establishing stock levels, developing cost-benefit analyses regarding United Nations-owned equipment, reducing surplus stocks, calculating consumption rates and establishing replacement programmes in order to optimize the Mission's inventory management. The Section also ensures the implementation of policies and procedures dealing with the management of property, plant, equipment and inventories, providing specialized inventory management support to the Mission and consolidating the strategic management of assets, as well as training all stakeholders in the mission supply chain system in the management of United Nations-owned equipment. In addition, the Section ensures overall accountability and a global view with respect to all assets and assists the Chief of Supply Chain Management in focusing on the global management of the Mission's supply chain and value stream. In line with the global field support strategy, and the full implementation of the related global field structure during the period 2017/18 with the establishment of the Supply Chain Management pillar, the redeployment of the Receiving and Inspection Unit and the Property Disposal Unit from the Property Management Section to the Central Warehouse Unit is proposed. In that connection, the reassignment of one P-5 post to accommodate the Chief of the Central Warehouse Unit and the redeployment of two posts of Receiving and Inspection Officer (1 P-3 and 1 Field Service), as well as seven posts and two positions of Receiving and Inspection Assistant (2 Field Service, 5 national General Service and 2 United Nations Volunteer), two posts of Property Disposal Officer (1 P-3 and 1 Field Service) and five posts and two positions of Property Disposal Assistant (2 Field Service, 3 national General Service and 2 United Nations Volunteer) is proposed. The establishment of one post of Regional Property Management Officer (P-4), to be located in Gao, is also proposed.

Service Delivery

International staff: net increase of 23 posts (establishment of 6 P-4, 2 P-3, 1 P-2 and 15 Field Service posts, redeployment of 1 P-3 post and 2 Field Service posts and reassignment of 2 Field Service posts)

National staff: net increase of 25 posts (establishment of 1 National Professional Officer post and 31 national General Staff posts, redeployment of 3 National Professional Officer posts and 3 national General Service posts and reassignment of 1 National Professional Officer post and 6 national General Service posts)

United Nations Volunteers: decrease of 1 position (establishment of 1 United Nations Volunteer position, redeployment of 1 United Nations Volunteer position and reassignment of 1 United Nations Volunteer position)

Transport Section

International staff: net increase of 4 posts (establishment of 5 Field Service posts and reassignment of 1 Field Service post to the Central Warehouse Unit)

National staff: decrease of 2 posts (reassignment of 2 national General Service posts to the Central Warehouse Unit)

United Nations Volunteers: increase of 1 position (establishment of 1 United Nations Volunteer position)

126. The Transport Section, with its currently authorized staffing establishment of 108 posts and positions (1 P-4, 21 Field Service, 2 National Professional Officer, 80 national General Service and 4 United Nations Volunteer), manages the Mission's fleet of vehicles, including their acquisition and maintenance, through several Mission-operated workshops and outsourced workshops. The Section also undertakes the testing of new personnel to ensure that they are qualified to drive United Nations vehicles, issue driving licences, operate the shuttle from staff accommodations to Mission offices and back and to any required location, as well as conduct road safety campaigns and provide training to Mission staff where required for specialized vehicles, including armoured cars and mine-protected vehicles. With the expansion of the military and police components of the Mission, plans call for the establishment of two new workshops for the maintenance and repair of vehicles and vehicular equipment. The Mission will also be required to handle more service requests than the current workload. In that context, the strengthening of the Section through the establishment of two posts of Vehicle Technician (Field Service) (in Gao and Menaka), three posts of Transport Assistant (Field Service) (2 in Gao and 1 in Tessalit) and one position of Vehicle Technician (United Nations Volunteer) (in Gao) is proposed. In addition, the reassignment of one Field Service posts and two national General Service posts to the Central Warehouse Unit is proposed.

Aviation Section

International staff: increase of 9 posts (establishment of 2 P-4 and 7 Field Service posts)

127. The Aviation Section, with its currently authorized civilian staffing establishment of 102 posts (1 P-5, 3 P-4, 10 P-3, 7 P-2, 54 Field Service and 27 national General Service), ensures that MINUSMA has a robust and client-oriented aviation operation; the Section currently manages a fleet of 33 manned and 44 unmanned aerial vehicles. It operates and maintains the Mission's air assets, providing transportation to various Mission locations for both passengers and cargo, through either regularly scheduled flights or special flights. In addition, the Section provides services on a round-the-clock availability basis with respect to essential

military tactical/combat flights, surveillance, rapid response, force deployment and air patrol flights, casualty and medical evacuations and search and rescue emergency support flights. The Section also develops, reviews and standardizes the Mission's aviation processes and procedures in compliance with international standards and best practices. In the context of the expansion of the military and police component of the Mission as well as the expansion of the air transportation infrastructure, it is proposed that the Section be strengthened through the establishment of two posts of Air Operations Officer (P-4) (in Gao and Timbuktu), two posts of Air Operations Officer (Field Service) (in Tessalit and Ménaka) and five posts of Air Operations Assistant (Field Service) (2 in Gao, 1 in Mopti, 1 in Timbuktu and 1 in Ménaka).

Geospatial Information and Telecommunications Technology Section

International staff: net increase of 1 post (establishment of 1 P-3 post and 1 P-2 post and reassignment of 1 Field Service post to the Central Warehouse Unit)

National staff: decrease of 4 posts (reassignment of 4 national General Service posts to the Central Warehouse Unit)

128. In line with the global field support structure and the renaming of various services, MINUSMA proposes to change the name of the Communications and Information Technology Section to the Geospatial Information and Telecommunications Technology Section. The Geospatial Information and Telecommunications Technology Section, with its currently authorized civilian staffing establishment of 102 posts and positions (1 P-5, 1 P-4, 3 P-3, 38 Field Service, 50 national General Service and 9 United Nations Volunteer), is a key strategic facilitator of information and communications technology at the Mission and is currently tasked with providing cost-effective access to various technological platforms in order to achieve all its business and/or programmatic goals in terms of providing such services as Internet, intranet, e-mail, enterprise systems and geospatial information systems, along with the provision of voice, data and videoconferencing facilities to all substantive customers, both civilian and military. In addition, the Section has now embarked on the provision of non-traditional technologies, particularly in the areas of force surveillance and protection as well as command, control, communications and intelligence (C3i) systems. Its workload is expected to increase during the period 2017/18 because of the expansion of the military components of the Mission, extension projects for existing camps in Gao, Mopti, Timbuktu and Kidal, the establishment of new regional offices in Ménaka and Taoudenni, the Niamey logistics support office, and the establishment of Gao as the Mission's main logistics hub. In that context, it is proposed that the Section be strengthened through the establishment of one post of Information Systems Officer (P-3) in Bamako and one post of Associate Geospatial Information Systems Officer (P-2), also in Bamako. The proposed additional posts reflect the need to mobilize a new information and communications technology specialist unit within the Section to assume the responsibilities of provisioning direct information and communications technology support for the "Secret Network" of the All Sources Information Fusion Unit, a requirement that would involve the development of an infrastructure completely independent from the Mission's existing one. The incumbent of the post of Information Systems Officer would provide a specific information management and assurance portfolio as well as WAN technical support and project oversight for the ongoing build-up of the Secure Network of the All Sources Information Fusion Unit. The incumbent would report under a dedicated unit called the Force Surveillance and Protection Technology Unit, designing and developing technological concepts while managing the deployment and the operations of all emergent (non-traditional) highly complex information and

communications technologies in the foreseeable future. The Unit would seek the services of a military subject matter expert from Member State with specific experience in the application of defence-related platforms. The incumbent of the post of Associate Geospatial Information Systems Officer would serve as the geographic information systems focal point for the regions (Gao, Kidal, Timbuktu and Mopti) to accommodate the growing requirement for geographic information systems support there, in particular at the force sector headquarters. In line with the implementation of the global field support structure, the reassignment of one Field Service post and four national General Service posts to the Central Warehouse Unit is also proposed. Moreover, within the Geospatial Information and Telecommunications Technology Section, the redeployment from Bamako of one post of Telecommunications Officer (Field Service) to Gao, one post of Telecommunications Officer (Field Service) to Ménaka, one post of Telecommunications Technician (Field Service) to Gao, one post of Information Systems Assistant (Field Service) to Ménaka and one post of Information Systems Assistant (Field Service) to Gao is proposed.

Engineering Section

International staff: increase of 7 posts (establishment of 4 P-4 posts and 3 Field Service posts)

National staff: net increase of 31 posts (establishment of 1 National Professional Officer post and 31 national General Service posts and reassignment of 1 National Professional Officer post to the Centralized Acquisition Unit)

United Nations Volunteers: decrease of 1 position (reassignment of 1 United Nations Volunteer position to the Central Warehouse Unit)

129. The Engineering Section, with its currently authorized staffing establishment of 96 posts and positions (1 P-5, 2 P-4, 6 P-3, 26 Field Service, 13 National Professional Officer, 41 national General Service and 7 United Nations Volunteer), constructs and maintains Mission facilities such as offices, workshops, warehouses, accommodation units and recreational facilities, as well as security enhancements and all supporting infrastructure, to facilitate the deployment of Mission personnel and equipment. The Section also manages all utilities in terms of providing an uninterrupted supply of water (including by drilling wells), electricity, sewer service, air conditioning and ventilation to the Mission, and carries out camp management and maintenance, including cleaning, fumigation and waste management. In the context of the expansion of the Mission's military and police components and the related major construction projects, it is proposed that the Section be strengthened through the establishment of 4 P-4 posts (2 Regional Engineering Officer (in Kidal), 1 Engineer (in Gao) and 1 Regional Engineering Officer (in Timbuktu)), 3 Field Service posts (1 Engineering Assistant (in Bamako), 1 Engineering Technician (in Diabaly) and 1 Engineering Technician (in Ménaka)), 1 National Professional Officer post of Water and Sanitation Engineer (in Kidal) and 31 national General Service posts (17 Engineering Assistant (2 in Bamako, 3 in Gao, 1 in Ménaka, 2 in Tessalit, 4 in Kidal, 1 in Timbuktu and 4 in Diabaly), 2 HVAC Technician (in Mopti and Ménaka), 1 Budget Assistant (in Bamako), 5 Generator Technician (2 in Ménaka, 1 in Mopti, 1 in Tessalit and 1 in Timbuktu), 1 Facilities Management Assistant (in Mopti), 3 Heating Ventilation and Air Conditioning Assistant (in Ménaka, Tessalit and Timbuktu), 1 Water and Sanitation Assistant (in Timbuktu) and 1 Electrician (in Timbuktu)). The reassignment of one National Professional Officer post to the Centralized Acquisition Unit and one United Nations Volunteer position to the Central Warehouse Unit is also proposed.

130. Within the Engineering Section, the redeployment of one post of Water and Sanitation Engineer (National Professional Officer) from Bamako to Timbuktu, one post of Water and Sanitation Engineer (National Professional Officer) from Mopti to Gao, one post of Engineering Assistant (Field Service) from Bamako to Timbuktu, one post of Waste Management Assistant (Field Service) from Bamako to Mopti, one post of Engineering Technician (Field Service) from Timbuktu to Bamako, one post of Engineer (Field Service) from Kidal to Mopti, four posts of Engineering Assistant (national General Service) from Timbuktu to Bamako, one post of Engineering Assistant (national General Service) from Tessalit to Bamako, one post of Engineering Assistant (national General Service) from Tessalit to Kidal and one post of Engineering Assistant (national General Service) from Mopti to Bamako is also proposed.

Medical Services and Staff Counselling Section

International staff: no net change (establishment of 1 P-3 post and redeployment of 1 P-3 post to the Welfare Unit)

National staff: decrease of 4 posts (redeployment of 3 National Professional Officer posts and 1 national General Service post to the Welfare Unit)

United Nations Volunteers: decrease of 2 positions (redeployment of 2 United Nations Volunteer positions to the Welfare Unit)

131. The Medical Section and Staff Counselling and Welfare Unit, with its currently authorized civilian staffing establishment of 65 posts and positions (1 P-5, 2 P-4, 7 P-3, 5 Field Service, 10 National Professional Officer, 25 national General service and 15 United Nations Volunteer), delivers humane and United Nations-standard medical care to all MINUSMA personnel, provides health maintenance and preventive services, coordinates medical and casualty evacuations within and outside the mission area and plans for medical contingencies. The Staff Counselling and Welfare Unit provides professional and effective counselling and stress management services that enable staff to maintain positive health and performance and a positive outlook. This includes providing culturally sensitive and gender-sensitive individual counselling and consultations for staff; making critical-incident stress management, post-trauma counselling and crisis intervention available to staff as necessary; offering a range of group services, including support groups, stress management workshops and induction modules; and developing educational materials on stress management, substance abuse and other psychosocial topics. The Medical Section and Staff Counselling and Welfare Unit has reviewed its priorities, operational strategies and resource needs in order to appropriately adapt and realign them in response to the mental and physical well-being of United Nations personnel in their areas of deployment and, consequently, proposes to separate the Welfare Unit from a renamed Medical Services and Staff Counselling Section so that the Section can concentrate more on clinical and counselling priorities as well as preventive aspects. In that context, the redeployment to the Welfare Unit of one post of Welfare Officer (P-3), three posts of Welfare Officer (National Professional Officer), one post of Welfare Assistant (national General Service) and two positions of Welfare Officer (United Nations Volunteer) is proposed. The Welfare Unit would be realigned with the Office of the Director of Mission Support. At the same time, it is proposed that the Medical Services and Staff Counselling Section be strengthened through the establishment of one post of Staff Counsellor (P-3) to cover northern Mali.

Central Passenger Booking Unit

International staff: increase of 2 posts (redeployment of 2 Field Service posts from the Movement Control Section)

National staff: increase of 4 posts (redeployment of 4 national General Service posts from the Movement Control Section)

United Nations Volunteers: increase of 1 position (redeployment of 1 United Nations Volunteer position from the Movement Control Section)

132. The functions and operations of the Central Passenger Booking Unit support Mission priorities by establishing an effective system that can utilize all available air transportation assets for booking travel arrangements for MINUSMA military and civilian personnel. The Unit plans and is responsible for all passenger movement throughout the Mission's area of operations, including the reception and onward movement of passengers who are strategically deployed. On the basis of the strategic review of MINUSMA carried out from March to May 2016, and in line with the supply chain management and service delivery structures and the civilian staffing review, it has been recommended that the Central Passenger Booking Unit be redeployed from the Movement Control Section and realigned under the Supply Chain Management pillar as a separate unit under the Service Delivery pillar. In that context, the redeployment of one post of Movement Control Officer (Field Service), one post of Movement Control Assistant (Field Service), four posts of Movement Control Assistant (national General Service) and one position of Movement Control Assistant (United Nations Volunteer) is proposed.

Security Section

International staff: increase of 36 posts (establishment of 2 P-5, 1 P-4, 2 P-3 and 31 Field Service posts)

National staff: increase of 43 posts (establishment of 43 national General Service posts)

133. The Security Section, with its currently authorized staffing establishment of 250 posts and positions (2 P-4, 9 P-3, 107 Field Service, 4 National Professional Officer and 128 national General Service), supports the Mission with a coordinated security mechanism and through the implementation of the security risk management process in terms of managing security risks at the country level for all United Nations personnel, eligible dependants, premises, operations and assets in Mali. With the expansion of the military and police components of the Mission, the number of premises, high-risk locations and duty stations has significantly increased. In order to enable the Mission to maintain round-the-clock operational capacity, and given the nearly 25 per cent reduction in the capacity of rest and recuperation cycles, it is proposed that the Section be strengthened through the establishment of 2 posts of Security Coordination Officer (P-5) (1 to serve as Deputy Principal Security Adviser in Bamako and 1 to serve as Field Security Coordination Officer in Gao), 1 post of Security Coordination Officer (P-4) in Timbuktu, 2 posts of Coordination Officer (P-3) in Tessalit and at the Field Security Coordination Office in Bamako, 1 post of Security Information Analyst (Field Service) at the Security Information Coordination Unit in Bamako, 30 posts of Security Officer (Field Service) (5 in Gao, 10 in Mopti, 2 in Kidal, 5 in Timbuktu, 2 at the Field Security Coordination Office in Bamako and 6 at the Guard Force Management Unit in Bamako) and 43 posts of Security Assistant (national General Service) (7 in Gao, 10 in Mopti, 5 in Kidal, 8 in Timbuktu and 13 at the Guard Force Management Unit in Bamako).

II. Financial resources

A. Overall

(Thousands of United States dollars, budget year is 1 July to 30 June)

Category	Expenditures (2015/16) (1)	Apportionment[a] (2016/17) (2)	Cost estimates (2017/18) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	1 503.1	2 041.7	2 141.8	100.1	4.9
Military contingents	320 112.6	326 877.0	389 323.7	62 446.7	19.1
United Nations police	11 906.4	11 692.5	16 300.9	4 608.4	39.4
Formed police units	24 828.4	28 537.4	44 174.5	15 637.1	54.8
Subtotal	**358 350.5**	**369 148.6**	**451 940.9**	**82 792.3**	**22.4**
Civilian personnel					
International staff	119 773.7	119 670.5	131 458.7	11 788.2	9.9
National staff	15 145.9	14 819.2	14 962.3	143.1	1.0
United Nations Volunteers	7 010.2	7 013.1	7 428.1	415.0	5.9
General temporary assistance	842.9	242.1	239.4	(2.7)	(1.1)
Government-provided personnel	305.2	543.7	687.2	143.5	26.4
Subtotal	**143 077.9**	**142 288.6**	**154 775.7**	**12 487.1**	**8.8**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	1 783.4	650.4	911.3	260.9	40.1
Official travel	6 343.8	4 746.5	4 746.0	(0.5)	(0.0)
Facilities and infrastructure	129 000.4	95 339.0	117 699.2	22 360.2	23.5
Ground transportation	18 462.1	12 115.5	10 770.0	(1 345.5)	(11.1)
Air operations	116 427.1	165 442.9	189 929.0	24 486.1	14.8
Naval transportation	4 856.9	325.9	–	(325.9)	(100.0)
Communications	16 783.0	38 294.8	37 812.1	(482.7)	(1.3)
Information technology	27 297.9	13 342.0	9 185.2	(4 156.8)	(31.2)
Medical	4 796.0	5 073.7	6 229.1	1 155.4	22.8
Special equipment	–	–	–	–	–
Other supplies, services and equipment	92 044.8	82 643.1	89 553.5	6 910.4	8.4
Quick-impact projects	3 970.0	4 000.0	4 000.0	–	–
Subtotal	**421 765.4**	**421 973.8**	**470 835.4**	**48 861.6**	**11.6**
Gross requirements	**923 193.8**	**933 411.0**	**1 077 552.0**	**144 141.0**	**15.4**
Staff assessment income	12 064.1	12 336.0	13 480.8	1 144.8	9.3
Net requirements	**911 129.7**	**921 075.0**	**1 064 071.2**	**142 996.2**	**15.5**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**923 193.8**	**933 411.0**	**1 077 552.0**	**144 141.0**	**15.4**

[a] The Security Council, by its resolution 2295 (2016), increased the force levels of MINUSMA to 13,289 military personnel and 1,920 police personnel. The approved resources for the maintenance of the Mission under the terms of General Assembly resolution 70/113 B included no provisions for the additional 2,049 military and 480 police personnel for the 2016/17 period.

B. Non-budgeted contributions

134. The estimated value of non-budgeted contributions for the period from 1 July 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	23 526.0
Voluntary contributions in kind (non-budgeted)	–
Total	**23 526.0**

[a] Inclusive of the rental value of government-provided land and buildings as well as airport and radio fees.

C. Efficiency gains

135. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Information technology	310.0	Implementation of SafeCom software, which is a printing solution used to monitor, control and optimize the printing environment by allowing users to decide which documents to print or delete, even after they have been sent to the to the printer queue; users will require authentication to print or make copies that prevent misuse, and forgotten print jobs will be automatically deleted from the queue after a set time. These measures will result in a 40 per cent reduction in the cost of toner and a 20 per cent reduction in the cost of printing paper, on an annualized basis.
Facilities and infrastructure	9.3	Installation and use of solar panel systems to minimize reliance on diesel-generated power for backup electricity for information and communications technology equipment rooms.
Communications	2 300.0	Migration satellite service bandwidth from C-band to L-band will result in less hardware to manage and more flexibility in the allocation of bandwidth where it is needed, which would result in reduced cost of hardware and reduced transponder lease charges
Medical	37.0	Efficient and effective medical logistics delivery through the establishment of a commercial contract with a private level II hospital in Niamey, in line with the new supply chain routes (Gao-Niamey-Cotonou).
Umoja benefits realization	587.5	**Abolishment of posts due to automation following the implementation of Umoja cluster 5** The automation of payroll processes following the implementation of Umoja cluster 5 has reduced the workload of the Payroll Unit of the Finance Section, which has permitted the abolishment of 4 Field Service posts and 1 national General Service post.
Total	**3 243.8**	

D. Vacancy factors

136. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
Military and police personnel			
Military observers	25.0	5.0	5.0
Military contingents	5.3	7.0	10.0
United Nations police	27.8	30.0	20.0
Formed police units	24.0	15.0	20.0
Civilian personnel			
International staff	16.0	15.0	15.0
National staff			
National Professional Officers	17.4	15.0	20.0
National General Service staff	10.8	10.0	15.0
United Nations Volunteers	21.5	25.0	20.0
Temporary positions[a]			
International staff	50.0	25.0	25.0
National staff	–	–	–
Government-provided personnel	40.0	30.0	30.0

[a] Funded under general temporary assistance.

137. The application of vacancy rates with respect to the computation of personnel costs is based on actual personnel deployment for the financial period 2015/16 and the first half of 2016/17, as well as the expenditure pattern of the Mission and projected changes in the Mission's strength.

E. Contingent-owned equipment: major equipment and self-sustainment

138. Requirements for the period from 1 July 2017 to 30 June 2018 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $131,016,100 as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	73 307.1	12 014.0	85 321.1
Self-sustainment	40 735.0	4 960.0	45 695.0
Total	**114 042.1**	**16 974.0**	**131 016.1**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	2.4	1 October 2016	1 July 2013
Intensified operational condition factor	3.3	1 October 2016	1 July 2013
Hostile action/forced abandonment factor	4.4	1 October 2016	1 July 2013
B. Applicable to home country			
Incremental transportation factor	0.0-5.0		

F. Training

139. The estimated resource requirements for training for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	325.9
Official travel	
Official travel, training	1 482.0
Other supplies, services and equipment	
Training fees, supplies and services	1 233.4
Total	**3 041.3**

140. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared with previous periods, is as follows:

	International staff			*National staff*			*Military and police personnel*		
	Actual 2015/16	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*
Internal	632	3 200	1 934	644	2 593	2 286	153	2 563	1 896
External[a]	114	222	179	41	68	52	21	43	16
Total	**746**	**3 422**	**2 113**	**685**	**2 661**	**2 338**	**174**	**2 606**	**1 912**

[a] Includes United Nations Logistics Base and outside the mission area.

141. The scale and scope of the training programme developed by the Mission for the period 2017/18 is geared towards enhancing the leadership, management, organizational development and administrative skills of Mission personnel through 390 courses, with 6,363 participants. The main focus of the Mission's training programme is on strengthening the substantive and technical capacity of Mission staff in the fields of communications, air operations, electoral support, humanitarian affairs, engineering, gender mainstreaming, disarmament, demobilization, reintegration, resettlement and reinsertion, ground transportation, human resources management and development, human rights, law and order, medical services, political and civil affairs, procurement and contract management, the protection of civilians, the rule of law and security.

G. Disarmament, demobilization and reintegration

142. The estimated resource requirements for disarmament, demobilization and reintegration for the period 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Other services	12 028.0
Total	**12 028.0**

143. The disarmament, demobilization and reintegration programme supports the implementation of community violence reduction and community-based socioeconomic reinsertion projects for 10,000 former combatants, associate members of armed groups and community members, including women, youths at risk and special needs groups, as a stopgap measure. The disarmament, demobilization and reintegration programme will provide support to the Government of Mali in conducting peaceful and voluntary disarmament operations at eight cantonment sites in four regions. Community violence reduction projects will be implemented in the host communities in six regions of Mali (Gao, Kidal, Mopti, Ménaka, Taoudenni and Timbuktu) to support youths at risk of being potential recruits for armed and criminal groups and vulnerable community members in "hotspot" areas in order to foster social cohesion during the disarmament, demobilization and reintegration process. The programme also provides support for the short-term socioeconomic reinsertion of 10,000 former members of armed movements, including women and special needs groups. The reinsertion support is aimed at providing biometric registration, socioeconomic and psychosocial activities and basic skills training inside the cantonment sites to facilitate the transition of disarmament, demobilization and reintegration participants to civilian life. This activity will help to fill the gap between disarmament and demobilization and long-term reintegration.

H. Mine detection and mine-clearing services

144. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Special equipment	
Mine detection and mine-clearing equipment	–
Other supplies, services and equipment	
Mine detection and mine-clearing services	55 000.0
Mine detection and mine-clearing supplies	–

145. The Mission's mine detection and mine-clearing programme is geared towards explosive threat mitigation to protect MINUSMA personnel and installations, build national capacity and protect civilians. The provisions cover contractual arrangements with respect to support, equipment, training and mentorship for military contingents and explosive ordnance disposal companies, as well as

awareness and response training on improvised explosive devices both on-site (which will help to ensure safety and freedom of movement for the entire Mission) and in-country (for civilians, United Nations police and contingents operating in high-threat locations). The Mission's mine detection programme will also seek to build the capacity of the Malian Defence and Security Forces to secure their stockpiles of weapons and ammunition and protect civilians through the identification and disposal of explosive remnants of war in northern Mali, and to provide risk education to affected communities.

I. Quick-impact projects

146. The estimated resource requirements for quick-impact projects for the period from 1 July 2017 to 30 June 2018, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2015 to 30 June 2016 (actual)	3 970.0	107
1 July 2016 to 30 June 2017 (approved)	4 000.0	60
1 July 2017 to 30 June 2018 (proposed)		
Rehabilitation or reconstruction of small-scale infrastructure and basic public services	3 000.0	60
Livelihoods/employment generation	800.0	15
Training/awareness and capacity-building	200.0	5
Total	**4 000.0**	**80**

147. The Mission will continue to use quick-impact projects as strategic tools for addressing the immediate needs of the population in central and northern Mali in order to promote acceptance of the Mission's mandate, and to establish a climate of confidence in the peace process and the peace agreement and its dividends. The projects will seek to reinforce the population's confidence in the stabilization process, supporting the restoration of State authorities in the north, the deployment of interim authorities and their acceptance by the population, and the operationalization of the regions of Ménaka and Taoudenni through the progressive deployment of governmental public services, with the active participation of the United Nations country team in development-related activities. The quick-impact projects include infrastructure rehabilitation and/or reconstruction with a view to responding quickly to recovery needs, protecting livelihoods and generating temporary job opportunities. The programme also seeks to provide vocational training and to start small community businesses in the most vulnerable communities and population centres in order to build the capacity to support the transition process.

J. Other programmatic activities

148. The estimated resource requirements for other programmatic activities for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Description	*Proposed amount*
Rule of law and security institutions	4 055.8
Human rights and stabilization and recovery	857.0
Total	**4 912.8**

149. During the period 2017/18, the Mission will continue to take an integrated approach to its work. Focusing on a people-centred strategy, including the adequate and timely delivery of peace dividends to the communities, in particular the most vulnerable ones, will help to enable all stakeholders to achieve sustainable peace and stabilization in the crisis areas. To that end, the principal focus of the Mission's programmatic activities will be on rule of law and security institutions, in terms of constructing a new dormitory at the Cadet's School in Kati to expand the capacity of accommodations for 100 female military cadets and enhancing medical, sports and training facilities; rehabilitating and equipping the Inspectorate General of Internal Security Services; providing support for the Malian Specialized Judicial Unit on Terrorism and Transnational Organized Crime, including the Anti-Terrorism Brigade; providing support for the Malian authorities and signatories to the peace agreement in implementing the key requirements for the recognition of the traditional justice sector through clarification of the jurisdiction of the formal justice system and the traditional system; and strengthening security institutions, including the Judicial Investigation Service of the Gendarmerie, the Anti-Crime Brigade, the Provost Brigade of Timbuktu, the National Guard of Gossi and the Gendarmerie of Ansongo. The human rights and stabilization and recovery component of the Mission's programmatic activities is aimed at promoting youth leadership for inter- and intracommunal dialogue through education and at utilizing innovative technological solutions and capacity-building support for Malian non-governmental organizations and local Malian institutions, to be provided through the regional development agencies with a view to increasing capacity for the implementation of the priorities set out in the regional stabilization plans for Gao, Kidal, Ménaka, Mopti and Timbuktu.

III. Analysis of variances

150. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

	Variance	
Military observers	$100.1	4.9%

- **Management: increased inputs and outputs**

151. The main factor contributing to the variance under this heading is the higher cost of travel on emplacement, rotation and repatriation in the context of the provision for two-way rotation travel in the period 2017/18 period, at an estimated cost of $1,700 per person based on the expenditure pattern of the Mission, compared with the provision for one-way emplacement travel in 2016/17, at an estimated average cost of $1,100 per person based on the very early stages of deployment of military observers. A delayed deployment factor of 5 per cent has been applied in the computation of military observer costs.

	Variance	
Military contingents	$62 446.7	19.1%

- **Mandate: increased deployment of contingent personnel pursuant to Security Council resolution 2295 (2016)**

152. The main factor contributing to the variance under this heading is the increase in the deployment of military contingent personnel based on the expansion of the Mission's military component, to a level of 13,249 personnel under the terms of Security Council resolution 2295 (2016), compared with the level of 11,200 personnel that formed the basis for the approved resources for the period 2016/17, combined with the increase in the rate of reimbursement to troop-contributing countries to $1,410 per person per month effective 1 July 2017, approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 for 2016/17. A delayed deployment factor of 10 per cent has been applied in the computation of military contingent personnel costs.

	Variance	
United Nations police	$4 608.4	39.4%

- **Mandate: increased deployment of police personnel pursuant to Security Council resolution 2295 (2016)**

153. The main factor contributing to the variance under this heading is the increase in the deployment of United Nations police officers based on the expansion of the Mission's police component to a level of 350 officers under the terms of Security Council resolution 2295 (2016), compared with the level of 320 officers that formed the basis for the approved resources for the period 2016/17, combined with the application of the lower delayed deployment factor of 20 per cent in the period 2017/18 compared with the 30 per cent budgeted for 2016/17.

	Variance	
Formed police units	$15 637.1	54.8%

- **Mandate: increased deployment of police personnel pursuant to Security Council resolution 2295 (2016)**

154. The main factor contributing to the variance under this heading is the increase in the deployment of formed police personnel based on the expansion of the Mission's police component to a level of 1,570 personnel under the terms of Security Council resolution 2295 (2016), compared with the level of 1,120 personnel that formed the basis for the approved resources for the period 2016/17, combined with the increase in the rate of reimbursement to police-contributing countries to $1,410 per person per month effective 1 July 2017, approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 for 2016/17. A delayed deployment factor of 15 per cent has been applied in the computation of formed police personnel costs.

	Variance	
International staff	$11 788.2	9.9%

- **Management: increased inputs and outputs**

155. The main factor contributing to the variance under this heading is the proposed net increase in the civilian staffing establishment by 95 international posts, from

727 to 822 personnel. A vacancy rate of 15 per cent has been applied in the computation of international staff costs.

	Variance	
National staff	$143.1	1.0%

- **Management: increased inputs and outputs**

156. The main factor contributing to the variance under this heading is the increase in the Mission's civilian staffing establishment by 4 National Professional Officers and 85 national General Service staff, which was offset in part by the application of the higher vacancy rates of 20 per cent and 15 per cent in the computation of national staff costs with respect to National Professional Officers and national General Service staff, respectively, compared with the vacancy rates of 15 per cent and 10 per cent applied for the period 2016/17.

	Variance	
United Nations Volunteers	$415.0	5.9%

- **Management: increased inputs and outputs**

157. The main factor contributing to the variance under this heading is the proposed increase in the Mission's civilian staffing establishment by eight United Nations Volunteer positions, combined with the application of the lower vacancy rate of 20 per cent in the computation of United Nations Volunteer costs for the period 2017/18 compared with the budgeted rate of 25 per cent for 2016/17.

	Variance	
Government-provided personnel	$143.5	26.4%

- **Management: increased inputs and outputs**

158. The main factor contributing to the variance under this heading is the proposed increase in the Mission's civilian staffing establishment by three government-provided personnel. A vacancy rate of 30 per cent has been applied in the computation of government-provided personnel costs.

	Variance	
Consultants	$260.9	40.1%

- **Management: increased inputs and outputs**

159. The main factor contributing to the variance under this heading is the Mission's prorated share of the cost of the implementation of the Rapid Environment and Climate Technical Assistance Facility.

	Variance	
Facilities and infrastructure	$22 360.2	23.5%

- **Management: increased inputs and outputs**

160. The main factor contributing to the variance under this heading is additional requirements with respect to: (a) the acquisition of prefabricated facilities needed to carry out vertical construction under the Mission's construction master plan, including the establishment of various integrated headquarters and regional offices, the extension and/or refurbishment of several camps and the construction of

logistics facilities, which is compounded by increased prices under the systems contract; (b) utilities and waste disposal services, owing to greater use of outsourcing contracts for the management of solid, biomedical, wastewater and sludge wastes in order to comply with the Mission's environmental impact mandate and the environmental policies of the United Nations; (c) field defence supplies, owing to the need to reinforce the security infrastructure in the camps through the construction of side-wall protection for enhanced protection of Mission personnel; (d) petrol, oil and lubricants, owing to the increase in the consumption of diesel fuel in the context of the higher number of generators in use as a result of the increase in the number of deployed Mission personnel; and (e) the acquisition of generators and electrical equipment, owing to the need for the purchase of several power generators with respect to the implementation of the Mission's construction master plan, which includes the extension of camps and the operational activities needed to support the large number of accommodation offices, information and communications technology and wastewater treatment plants.

161. The overall increase in requirements is offset in part by the reduction in requirements with respect to: (a) the acquisition of engineering supplies and spare parts and supplies, owing to the availability of adequate stock levels as a result of purchases made under the Mission's expenditure programme in the previous period; and (b) alteration and renovation services, since a significant portion of the ancillary work is being carried out in the period 2016/17.

	Variance	
Ground transportation	($1 345.5)	(11.1%)

- **Management: reduced inputs and same outputs**

162. The main factor contributing to the variance under this heading is the reduction in requirements relating to spare parts owing to the availability of adequate stock levels as a result of purchases made under the Mission's expenditure programme in the previous period. The overall reduction in requirements is offset in part by the increase in the requirement for liability insurance owing to the higher number of vehicles in the Mission's vehicle fleet establishment.

	Variance	
Air operations	$24 486.1	14.8%

- **Management: increased inputs and outputs**

163. The main factor contributing to the variance under this heading is the expansion of the Mission's aircraft fleet with the planned deployment of six additional rotary-wing aircraft, as well as the higher levels of flight hours (16,571 in the period 2016/17, compared with 20,248 in 2017/18), combined with the resulting higher consumption of aviation fuel. The overall increase in resource requirements is offset in part by the reduction in the price of the contract for the Mission's commercial unmanned aerial system.

	Variance	
Naval transportation	($325.9)	(100.0%)

- **Management: reduced inputs and outputs**

164. The main factor contributing to the variance under this heading is the Mission's non-deployment of a naval unit.

	Variance	
Communications	($482.7)	(1.3%)

- **Management: reduced inputs and same outputs**

165. The main factor contributing to the variance under this heading is the reduction in printing services and promotional items following the finalization and establishment of contracts for public information supplies and services, as well as the acquisition of light public information equipment, compared with heavy equipment in the period 2016/17. The overall reduction in requirements is offset in part by an increase in the requirements for spare parts, as the value of assets has increased, coupled with the change in the value of spare parts from 2.5 per cent to 4 per cent of assets.

	Variance	
Information technology	($4 156.8)	(31.2%)

- **Management: reduced inputs and same outputs**

166. The main factor contributing to the variance under this heading is the reduction in requirements relating to the acquisition of the additional computers and printers needed to bring existing stocks into line with the increase in the number of personnel, as well as the budgeting of the requirements for the All Sources Information Fusion Unit under communications and the lack of provision for remote information technology infrastructure and technical support services. The overall reduction in requirements is offset in part by an increase in requirements for spare parts and supplies due to the requirements for fixed network equipment and components.

	Variance	
Medical	$1 155.4	22.8%

- **Management: increased inputs and outputs**

167. The main factor contributing to the variance under this heading is the increase in requirements relating to medical services and supplies in the context of the expansion of the Mission, along with the establishment of contractual arrangements for the level II medical facility in Niamey and the completion of the installation of five United Nations-owned level I clinics, which will require an increase in supplies such as drugs and laboratory consumables.

	Variance	
Other supplies, services and equipment	$6 910.4	8.4%

- **Management: increased inputs and outputs**

168. The main factor contributing to the variance under this heading is the provision for other programmatic activities relating to human rights and rule of law and security institutions, as well as the higher cost of the external audit of the Mission by the Board of Auditors, in addition to an increase in requirements for freight and related costs in the context of the Mission's acquisition programme.

IV. Actions to be taken by the General Assembly

169. **The actions to be taken by the General Assembly in connection with the financing of the MINUSMA are:**

(a) **Appropriation of the amount of $1,077,552,000 for the maintenance of the Mission for the 12-month period from 1 July 2017 to 30 June 2018;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of $89,796,000 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286 and 70/113 B and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).	MINUSMA, with the assistance of United Nations Headquarters, conducted a civilian staffing review from 7 to 14 July 2016 that identified gaps. On the basis of the review, the streamlining of the Mission's staffing has been undertaken. In that context, the Mission plans optimal staffing for both substantive and support staff as well as the various categories of personnel, whether international or national (2014/15 ratio of substantive to support: 1:2; 2015/16 ratio of substantive to support: 1:1.9).
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of the next overview report (para. 22).	The United Nations has in place a roster system that provides a pool of skills for the various missions from which to recruit. Populating the rosters started in 2009, and since then there has been an improvement in recruitment lead time. The time taken from selection to onboarding is affected by various factors. At MINUSMA, the regular recruitment of rostered candidates averaged 45 days (2014/15: average of 33 days; 2015/16: average of 41 days).
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24).	Gender mainstreaming continued to be implemented through MINUSMA strategies, policies and operations. In addition, the Gender Affairs Advisory Unit continued to provide induction training to newly deployed staff and other specific gender training to sections and divisions. The current reporting line of the Senior Gender Adviser is to the Deputy Special Representative of the Secretary-General (Political), but is proposed for realignment with the Special Representative of the Secretary-General in the period 2017/18.
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations	In its recruitment, MINUSMA gives equal opportunity to male and female candidates and, in the case of national staff, participated in a job fair to promote the "MINUSMA brand", focusing on information-sharing on employment opportunities, particularly for women, with the United Nations system and, specifically, at the Mission.

Decision request	*Action taken to implement decision request*
leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).	
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).	MINUSMA has in place various environmental protection programmes and mitigation measures. In that regard, the Mission is utilizing waste treatment plants in various locations and utilizing renewal energy, mainly solar, whenever possible, and disposal services for solid waste, including biomedical waste, are included in the cleaning services.
Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32).	In order to provide timely and effective casualty and medical evacuation services and United Nations-standard medical care to all United Nations staff and personnel in all areas of MINUSMA deployment, MINUSMA has realigned its medical resources and moved services closer to the clients. Two United Nations regional level I facilities, in Mopti and Gao, are already functional, and two, in Timbuktu and Kidal, are in the planning stages. These serve to augment the troop-contributing countries' facilities, support casualty and medical activities, and provide training in emergency skills and first aid care. MINUSMA continues to review and improve its casualty and medical capacity within and outside the mission area, in line with recommendations to ensure respect for the 10-1-2 evacuation standards. In that connection, three Aeromedical Evacuation Teams, components of troop-contributing countries' level II hospitals, are fully functional. In order to ensure 1-hour rotary flight access and appropriate emergency coverage, the Mission will deploy 2 additional Aeromedical Evacuation Teams, in Mopti and Tessalit. These will be supported by round-the-clock night-vision-capability helicopters. The MINUSMA Medical Section has implemented and continues to streamline its oversight and supervisory role with respect to troop-contributing countries' facilities in order to ensure compliance with United Nations and international standards for medical care, both within and outside the Mission in its level III and level IV evacuation destinations.

Decision request	*Action taken to implement decision request*
	The Medical Section also continues to provide psychological and mental support to its staff and personnel through the Counselling Unit, aimed at building resilience, facilitating stress management and promoting peer-helper support mechanisms. The MINUSMA medical service concept also incorporates other casualty and medical evacuation stakeholders, such as the French forces' enhanced casualty evacuation capacity and use of Barkhane role 2 in Gao and Tessalit to support medical cases in extremis.
Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34).	In terms of challenges faced in the course of the operation of unmanned aerial systems, the Mission encountered an airspace management challenge regarding space segregation. In order to overcome the situation and create a safe operational environment for the systems in northern Mali, a working group comprising MINUSMA, the Government of Mali, Opération Barkhane (Government of France) and the Agency for the Safety of Air Navigation in Africa and Madagascar has been established to provide solutions. Currently, the airspace is managed on the basis of agreed procedures.
Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35).	Information communications technology resources are currently being allocated to establish a secure network and protect corporate data/information, not only for the unmanned aerial systems, but also to benefit various other surveillance and other intelligence, surveillance and reconnaissance platforms, in the mission area of operations. The data and information collected from unmanned aerial systems is processed and stored in a separate storage system. File servers are separated on the basis of the sensitivity of the data they are hosting; access to the data is limited to approved personnel and authorized Communications and Information Technology Section administrators. In order to gain access to file server data, a user should obtain written approval from his or her section chief and an authorization from the data owner section chief or delegated authority. Logs from file servers are collected using ManageEngine ADAudit Plus (software), which provides detailed forensics of all successful or failed attempts at the creation, deletion and modification of files and folders and also tracks changes in file and folder permissions.

Decision request	*Action taken to implement decision request*
Recalls paragraph 39 of its resolution 69/307 and paragraphs 136 to 138 of the report of the Advisory Committee on Administrative and Budgetary Questions, reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in his next overview report (para. 36).	The procurement and budgeting of unmanned aerial systems capacity is subject to the established transparent procurement rules and regulations of the United Nations, and vendor selection is made through the competitive bidding exercise in which the most technically compliant and responsive offer that results in the best-value-for-money solution for the Organization is considered. MINUSMA strives to utilize its unmanned aerial systems as efficiently as possible and continues to optimize the number and types of these assets through field operation feedback, the gathering of statistical data, the analysis of utilization rates against specific mission operational requirements and the application of a variable rate-paying methodology to ensure that operating cost reimbursement payments are commensurate with levels of operational activity, thereby reducing overall unmanned aerial system costs. The Mission will continue to explore improvements in the terms and conditions of the letters of assist and negotiate them with troop-contributing countries providing unmanned aerial systems.
Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42).	The present report contains detailed information regarding the Mission's construction plans to extend the existing camps in Gao, Kidal and Timbuktu. The construction will be carried out in phases: vertical, transitional and horizontal engineering work (the estimated timeline is November 2016-May 2017). With regard to the period 2017/18, the following construction activities are planned. In Gao, the process of securing the land has been completed, the relevant note verbale has been issued by the Government of Mali, horizontal work is being carried out by in-house personnel and military enabling units, and transitional work is in the planning stage. In Timbuktu, the process of securing the land is being finalized with the Government of Mali, and the construction phase will be implemented in-house. In Kidal, a feasibility study is under way with respect to camp extension. To ensure adherence to the timeline, the project managers will seek to maximize the use of resources, supervision, monitoring and inspection. Weekly reports will be submitted to the chief engineer, and all necessary support will be sought from Headquarters.
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with	The Centralized Acquisition Unit has already been implemented at the Mission, with one of its objectives being to consolidate mission requirements and avoid duplication and overstocking. Any self-accounting unit requesting the acquisition of goods is required to confirm that the stocks being requisitioned are not available in the strategic deployment stocks at the

Decision request	*Action taken to implement decision request*
established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43).	United Nations Global Service Centre or at other missions as surplus stocks. Such confirmation is included in the requisition template currently being used by all self-accounting units. In addition, the Mission has implemented a centralized warehousing system under the Supply Section, which is responsible for monitoring stock levels and advising the self-accounting units whenever reorder levels are reached.
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45).	Local and other Malian companies are constantly consulted and included in the list of invitees with respect to each procurement activity. Scopes of work are developed in line with local materials and with respect for the environment and local culture.
Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 46).	MINUSMA takes an active part in the consolidated joint procurement activities of the Regional Procurement Office in Entebbe.
Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47).	The Mission ensures that, upon their arrival in Bamako, the employees of all commercial air operators and military aviation units are provided with a mandatory security briefing before they are issued a MINUSMA identity card. In addition, in accordance with aviation standard operating procedures, all air crews are given adequate briefings before they take up their duties. Furthermore, upon the deployment of air crews to the main operations base in the field, air regions provide to air crews an additional briefing on, among other subjects, security issues pertaining to the region.
Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55).	Since the period 2014/15, MINUSMA has been able to effectively implement 100 per cent of planned projects owing to clearly defined procedures for the selection, approval, funding, implementation, reporting and evaluation of projects as set out in the standard operating procedures for quick-impact projects (adopted in September 2014). An internal review of effective and efficient implementation of quick-impact projects was conducted in March 2016, as requested by Headquarters.
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70).	The related responses of all peacekeeping missions, including MINUSMA, to address issues raised in paragraphs 70, 71, 76, 79, 80, 81 and 82 of the resolution will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

(Resolution 70/113 B)

Decision request	*Action taken to implement decisions and requests*
Expresses concern about the continued loss of life and casualties, and requests the Secretary-General to take all measures necessary to enhance safety and security measures and ensure the protection of the civilian and military personnel of the Mission and to report thereon at the seventy-first session of the General Assembly (para. 10).	The requested information is contained in paragraphs 24, 25 and 26 of the present report.
Expresses serious concern about the attacks on the Mission's camps and peacekeepers, which have led to the loss of life and the destruction of premises and equipment, and in this regard requests the Secretary-General, as a matter of priority, to take appropriate measures to enhance security arrangements, including by ensuring the safety and security of the Mission's personnel and peacekeepers as well as robust infrastructure and means of transportation and the use of modern technologies and mechanisms, including the All Sources Information Fusion Unit (para. 11).	MINUSMA plans to deploy a robust camp protection system in Gao. After the Mission's experience with a similar system in Kidal that collapsed as a result of adverse weather conditions, management decided to review the planned installation of a similar system in Gao and established a working group, led by the force, to identify the Mission's requirements and then engage with the Information and Communications Technology Division and the Thales Group to tailor a technical solution to fulfil the Mission's requirement for camp security. The new timeline for implementing the project is the second quarter of 2017. The project includes military-grade high-powered surveillance cameras and an advance radar detection system against rocket and mortar fire, as well as the additional acquisition of electronic countermeasure devices to mitigate against improvised explosive devices. The Mission also plans to explore and eventually introduce command and control and communications systems, commercial tethered drones for joint patrols and convoy runs, mine-hunting drones and a comprehensive closed-circuit television system (with night-vision capability) to enhance force protection Mission-wide.
Requests the Secretary-General to ensure that the Mission continues to implement mine-detection and mine-clearing services in a timely manner (para. 12).	Extensive and timely explosive threat awareness training, technical advice, specialized training and equipment have continued to contribute to the protection of the Malian population, MINUSMA civilian and uniformed personnel and other United Nations personnel, especially to facilitate the delivery of humanitarian assistance.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742)

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee looks forward to analysing the variances between budgeted and actual expenditures for the financial period 2015/16, including through the provision of additional analytical information in the next performance reports as well as in the periodic updates on redeployments between groups and classes of expenditure (para. 33).	Budget planning is guided by factors existing at the time of budgeting that inform the development of core assumptions and related resource requirements. In the implementation of the budget for the period 2015/16, several factors came into play that had not been foreseen, which led to redeployments from group III (operational costs) in the amount of $23.1 million to group I (military and police personnel) and in the amount of $6.1 million to group II (civilian personnel). The redeployments to group I were necessitated by the deployment of more contingent-owned equipment. While MINUSMA relied on historical equipment deployment levels in its budget planning, there is always the expectation that the troop-contributing countries will deploy equipment on the basis of the memorandums of understanding, which leads to improvement in mandate implementation. Therefore, MINUSMA welcomed the higher contingent-owned equipment deployments and prioritized operational projects to ensure the availability of funds for paying the troop-contributing countries.
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).	The Mission's requirements for posts that had been vacant for two years or longer were reviewed and justifications provided in the budget proposal for 2016/17, and the required information will be provided in all future budget proposals.
In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited above, together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116).	The Mission has reviewed its air operations requirements with a view to optimizing the utilization of air assets. On the basis of the review, one C-160 aircraft was found unsuitable and replaced by more capable CASA-295 and C-130 aircraft. In addition, MINUSMA shared an L-100 aircraft with the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo on a 50/50 cost-sharing basis during the period 2015/16 and has continued to do so in 2016/17. This change has facilitated the reconfiguration of the aircraft fleet and optimized the utilization of types of aircraft that are suitable for the Mission's geographical and climatological conditions. The Mission's utilization of aircraft during the period 2015/16 improved, with an average utilization rate of 89 per cent. The Mission budgeted for a total of 15,977 flight hours in 2015/16, while the number of actual flight hours flown was 14,147, as reported in the air

Request recommendation	*Action taken to implement request recommendation*
	transportation performance report (7,424 budgeted fixed-wing flight hours, versus 6,007 actual flight hours; 8,553 budgeted rotary-wing flight hours, versus 8,140 actual flight hours). The Mission has 1 military C-130 fixed-wing aircraft, which is deployed on rotation among the contingents of several troop-contributing countries (Belgium, Denmark, Portugal and Sweden). The aircraft is deployed by each country for 6 months and is rotated in conjunction with another aircraft provided by a troop-contributing country. In 2016/17, the C-130 aircraft was budgeted as a separate aircraft. The 6 additional helicopters pertain to the expanded mandate and the Mission's response to security threats. 2 of the helicopters are intended to facilitate medical evacuations from all MINUSMA locations, 2 are among the utility helicopters that will be deployed with the quick-reaction force (new mandate), and 2 are utility helicopters for regular logistical support.
The Advisory Committee reiterates the need for greater consistency and transparency in the budgeting for unmanned aerial systems (para. 138).	The procurement of and budgeting for unmanned aerial system capacity are subject to the established transparent procurement rules and regulations of the United Nations, as is the case with other requirements for goods or services. Vendor selection is made through a competitive bidding exercise in which the most technically compliant and responsive offer that results in the best-value-for-money solution for the United Nations is considered.
The Advisory Committee notes with dissatisfaction that the information was not made readily available to the Committee in a timely manner and not in the format requested, which would have facilitated easy review. The Committee therefore recommends that a breakdown of the travel requirements for all peacekeeping operations, including details with respect to trip destinations, the purpose of the trips, the number and functions of travelers and estimated air fares and other travel costs, be included in the information provided to the Committee prior to its consideration of mission budget proposals (para. 154).	The requested information is contained in the package of information supplementary to the present report.
The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base at Brindisi, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the	The present report contains detailed information regarding the Mission's construction plans to extend the existing camps in Gao, Kidal and Timbuktu. The construction will be carried out in phases: vertical, transitional and horizontal engineering work (the estimated timeline is November 2016-May 2017). With regard to the period 2017/18, the following construction activities are planned. In Gao, the process of securing the land has been completed, the relevant

Request recommendation	*Action taken to implement request recommendation*
respective budget request, and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157).	note verbale has been issued by the Government of Mali, horizontal work is being carried out by in-house personnel and military enabling units, and transitional work is in the planning stage. In Timbuktu, the process of securing the land is being finalized with the Government of Mali, and the construction phase will be implemented in-house. In Kidal, a feasibility study is under way with respect to camp extension. To ensure adherence to the timeline, the project managers will seek to maximize the use of resources through appropriate resource allocation, supervision, monitoring and inspection.
The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160).	MINUSMA submitted its proposed strategy of a five-year transition plan for the replacement of its 4-by-4 light passenger vehicles with sedans where possible. As a result, the Transport Section identified 72 4-by-4 light passenger vehicles in Bamako to be replaced in 2017/18 with sedans, which are considered more environmentally friendly and cost-effective. That is in line with the Organization's goal of a climate-neutral United Nations by 2020. The sedans are likely to be introduced into a systems contract by 2018, as a technical evaluation is to be carried out by March 2017.

Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

(A/70/742/Add.2)

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee welcomes the measures taken by MINUSMA to enhance the security of its personnel and premises and trusts that the Mission will make efficient use of the resources deployed in this regard. The Committee looks forward to receiving updated information on the use of security equipment and systems being piloted by MINUSMA in the context of the next performance report (para. 8).	The requested information is contained in annex VI to the report on the budget performance of the Mission for the period from 1 July 2015 to 30 June 2016 (A/71/690).
The Advisory Committee is of the view that the planning of construction projects should be based on the required information on relevant factors, including market trends and construction sites. The Committee expects that, in the future, the planning of construction projects at MINUSMA will be better supported by the Engineering Section and other relevant sections of the Mission. The Committee discussed the need for enhanced project monitoring and oversight with respect to construction projects at the peacekeeping missions, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations	The present report contains detailed information regarding the Mission's construction plans to extend the existing camps in Gao, Kidal and Timbuktu. The construction will be carried out in phases: vertical, transitional and horizontal engineering work (the estimated timeline is November 2016-May 2017). With regard to the period 2017/18, the following construction activities are planned. In Gao, the process of securing the land has been completed, the relevant note verbale has been issued by the Government of Mali, horizontal works is being carried out by in-house personnel and military enabling units, and transitional work is in the planning stage. In Timbuktu, the process

Request/recommendation	*Action taken to implement request/recommendation*
Logistics Base at Brindisi, Italy, in its report on cross-cutting issues related to peacekeeping missions (see A/70/742, para. 157) (para. 9).	of securing the land is being finalized with the Government of Mali, and the construction phase will be implemented in-house. In Kidal, a feasibility study is under way with respect to camp extension. To ensure adherence to the timeline, the project managers will seek to maximize the use of resources, supervision, monitoring and inspection. Weekly reports will be submitted to the chief engineer, and all necessary support will be sought from Headquarters.
Upon enquiry, the Advisory Committee was provided with a table indicating that 10 posts have been vacant for more than two years. One post was proposed for reassignment, recruitment had been completed for two more posts and the process of recruitment had been initiated for the remaining posts. The Advisory Committee recalls General Assembly resolution 69/307, endorsing the Committee's recommendation that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts either proposed for retention or abolishment in subsequent budget proposals (see also resolution 66/264). The Committee regrets that the Secretary-General did not comply with the above-mentioned provisions of the Assembly resolution and expects that the vacant posts will be filled expeditiously, and should they continue to remain vacant, will be proposed either for retention or abolishment in the next budget submission (para. 27).	MINUSMA constantly reviews the incumbency of approved posts and submits monthly reports in that regard to Headquarters. The Human Resources Section alerts hiring managers regarding vacant posts and takes follow-up action to ensure that posts are filled expeditiously.
The Advisory Committee recalls the observations of the Board of Auditors regarding the underutilization of unmanned aerial systems in peacekeeping missions. In particular, at MINUSMA, the Board noted an average utilization rate of 8 per cent and 48 per cent respectively in two instances of leased miniature unmanned aerial systems. In another instance of a short-range tactical unmanned aerial system, leased by MINUSMA, the Board noted an average utilization rate of 44 per cent. The Board observed that there appeared to be scope for optimization of the number of systems leased to reduce costs without compromising operational requirements. The Advisory Committee concurs with the Board of Auditors that MINUSMA should review its requirements for unmanned aerial systems to optimize their numbers and use and assess whether costs can be reduced without compromising operations (see A/70/5 (Vol. II), paras. 105-110). The Committee looks forward to receiving updated information regarding the steps taken by MINUSMA to enhance the efficiency in the use of air assets, including in the use of unmanned aerial systems, in the next budget submission. The	The use of unmanned aerial systems in United Nations peacekeeping environments is a new experience, with respect to which benchmarks, references and historical data are lacking. In response to the Board's recommendation, and on the basis of utilization during the period 2014/15, the Department of Field Support proposed a modification to the new letters of assist. The latest letters of assist for unmanned aerial systems provided by one of the Mission's troop-contributing countries contain three different reimbursement rates, depending on the number of flight hours or flights performed. MINUSMA force headquarters continues to optimize the number and the types of the Mission's unmanned aerial systems through field operation feedback, the gathering of statistical data and the analysis of utilization rates against specific mission operational requirements.

Request/recommendation	*Action taken to implement request/recommendation*
Advisory Committee also discussed the use of unmanned aerial systems in peacekeeping missions in its report on cross-cutting issues related to peacekeeping operations (para. 35).	
The Advisory Committee was informed upon enquiry that the proposed requirements for the security system at the Kidal camp amount to $9,322,858 for the 2016/17 period. The Advisory Committee expects that the Secretary-General will provide information on the implementation of the pilot project in his next budget submission for MINUSMA. The Committee made further observations on the implementation of the recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping in its report on cross-cutting issues related to peacekeeping operations (para. 37).	The Kidal security system is currently in its initial operating capacity phase and is well on its way to reaching full operational capacity in the coming months. The recent uncertainty that it would reach full operational capacity was due to the crash of the aerostat system during a severe sandstorm early in 2016. However, backup camera and radar systems are still in place to provide adequate surveillance and indirect fire detection until a long-term solution can be implemented to replace the aerostat system.
The Advisory Committee considers that the actions taken by MINUSMA in support of environmental preservation do not fully respond to the requirements of the Environmental Policy for United Nations field missions and trusts that MINUSMA will step up its efforts in minimizing its environmental footprint in accordance with General Assembly resolution 69/307 (para. 46).	MINUSMA is doing everything possible to minimize its environmental footprint. It has put in place a commercial contract, effective January 2017, for the management of solid waste, including biomedical waste. Other environmental mitigation programmes (for example, the use of renewal energy) are in place or being explored further.
The Advisory Committee recalls that mine detection and mine-clearing services planned for the period 2015/16 included many of the above-mentioned activities (see A/69/839/Add.2, para. 49). The Advisory Committee looks forward to receiving updated information on the resuits achieved from undertaking mine detection and mine-clearing services in support of MINUSMA in the context of the next budget submission (para. 49).	Extensive and timely explosive threat awareness training, technical advice, specialized training and equipment have continued to contribute to the protection of the Malian population, MINUSMA civilian and uniformed personnel and other United Nations personnel, and especially to facilitate the delivery of humanitarian assistance. Despite the increasing complexity and lethality of the techniques used by attackers, MINUSMA has been able to avoid significant increases in casualties during the 2016/17 period. As this cycle continues, it is important to continue to take a whole-of-mission approach to the mitigation of asymmetrical threats, including improvised explosive devices. Until a political solution is found to the insecurity in northern Mali, creative and costly measures will likely be required in order to continue to manage increasingly sophisticated explosive threats.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

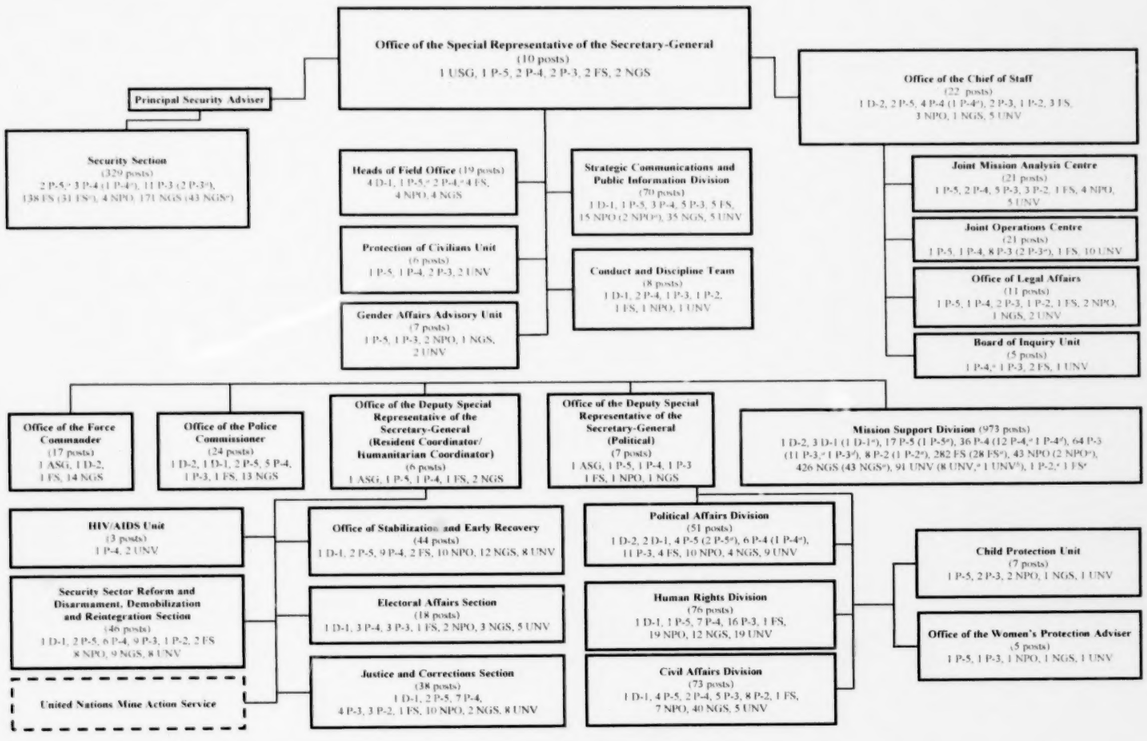
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations

- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

Organization charts

A. Substantive and administrative offices


Office of the Special Representative of the Secretary-General
(10 posts)
1 USG, 1 P-5, 2 P-4, 2 P-3, 2 FS, 2 NGS
Principal Security Adviser
Security Section
(329 posts)
2 P-5,[c] 3 P-4, (1 P-4[c]), 11 P-3 (2 P-3[c]),
138 FS (31 FS[c]), 4 NPO, 171 NGS (43 NGS[c])
Heads of Field Office (19 posts)
4 D-1, 1 P-5,[c] 2 P-4,[c] 4 FS,
4 NPO, 4 NGS
Protection of Civilians Unit
(6 posts)
1 P-5, 1 P-4, 2 P-3, 2 UNV
Gender Affairs Advisory Unit
(7 posts)
1 P-5, 1 P-3, 2 NPO, 1 NGS,
2 UNV
Strategic Communications and Public Information Division
(70 posts)
1 D-1, 1 P-5, 3 P-4, 5 P-3, 5 FS,
15 NPO (2 NPO[b]), 35 NGS, 5 UNV
Conduct and Discipline Team
(8 posts)
1 D-1, 2 P-4, 1 P-3, 1 P-2,
1 FS, 1 NPO, 1 UNV
Office of the Chief of Staff
(22 posts)
1 D-2, 2 P-5, 4 P-4 (1 P-4[c]), 2 P-3, 1 P-2, 3 FS,
3 NPO, 1 NGS, 5 UNV
Joint Mission Analysis Centre
(21 posts)
1 P-5, 2 P-4, 5 P-3, 3 P-2, 1 FS, 4 NPO,
5 UNV
Joint Operations Centre
(21 posts)
1 P-5, 1 P-4, 8 P-3 (2 P-3[c]), 1 FS, 10 UNV
Office of Legal Affairs
(11 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 2 NPO,
1 NGS, 2 UNV
Board of Inquiry Unit
(5 posts)
1 P-4,[c] 1 P-3, 2 FS, 1 UNV
Office of the Force Commander
(17 posts)
1 ASG, 1 D-2,
1 FS, 14 NGS
Office of the Police Commissioner
(24 posts)
1 D-2, 1 D-1, 2 P-5, 5 P-4,
1 P-3, 1 FS, 13 NGS
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)
(6 posts)
1 ASG, 1 P-5, 1 P-4, 1 FS, 2 NGS
Office of the Deputy Special Representative of the Secretary-General (Political)
(7 posts)
1 ASG, 1 P-5, 1 P-4, 1 P-3
1 FS, 1 NPO, 1 NGS
Mission Support Division (973 posts)
1 D-2, 3 D-1 (1 D-1[b]), 17 P-5 (1 P-5[b]), 36 P-4 (12 P-4,[c] 1 P-4[b]), 64 P-3
(11 P-3,[c] 1 P-3[b]), 8 P-2 (1 P-2[c]), 282 FS (28 FS[c]), 43 NPO (2 NPO[b]),
426 NGS (43 NGS[c]), 91 UNV (8 UNV,[c] 1 UNV[b]), 1 P-2,[c] 1 FS[c]
HIV/AIDS Unit
(3 posts)
1 P-4, 2 UNV
Security Sector Reform and Disarmament, Demobilization and Reintegration Section
(46 posts)
1 D-1, 2 P-5, 6 P-4, 9 P-3, 1 P-2, 2 FS
8 NPO, 9 NGS, 8 UNV
United Nations Mine Action Service
Office of Stabilization and Early Recovery
(44 posts)
1 D-1, 2 P-5, 9 P-4, 2 FS, 10 NPO, 12 NGS, 8 UNV
Electoral Affairs Section
(18 posts)
1 D-1, 3 P-4, 3 P-3, 1 FS, 2 NPO, 3 NGS, 5 UNV
Justice and Corrections Section
(38 posts)
1 D-1, 2 P-5, 7 P-4,
4 P-3, 3 P-2, 1 FS, 10 NPO, 2 NGS, 8 UNV
Political Affairs Division
(51 posts)
1 D-2, 2 D-1, 4 P-5 (2 P-5[b]), 6 P-4 (1 P-4[b]),
11 P-3, 4 FS, 10 NPO, 4 NGS, 9 UNV
Human Rights Division
(76 posts)
1 D-1, 1 P-5, 7 P-4, 16 P-3, 1 FS,
19 NPO, 12 NGS, 19 UNV
Civil Affairs Division
(73 posts)
1 D-1, 4 P-5, 2 P-4, 5 P-3, 8 P-2, 1 FS,
7 NPO, 40 NGS, 5 UNV
Child Protection Unit
(7 posts)
1 P-5, 2 P-3, 2 NPO, 1 NGS, 1 UNV
Office of the Women's Protection Adviser
(5 posts)
1 P-5, 1 P-3, 1 NPO, 1 NGS, 1 UNV

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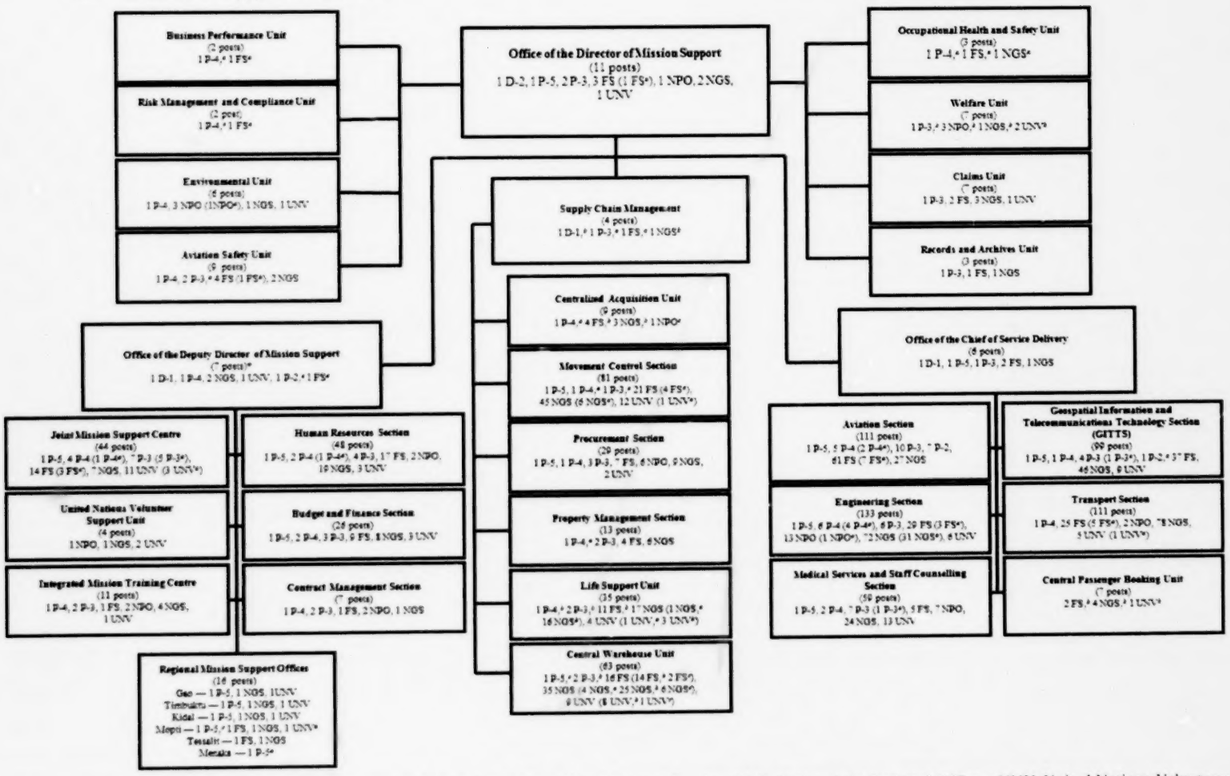
B. Mission Support Division


Office of the Director of Mission Support
(11 posts)
1 D-2, 1 P-5, 2 P-3, 3 FS (1 FS[a]), 1 NPO, 2 NGS,
1 UNV
Business Performance Unit
(2 posts)
1 P-4,[c] 1 FS[a]
Risk Management and Compliance Unit
(2 posts)
1 P-4,[c] 1 FS[a]
Environmental Unit
(4 posts)
1 P-4, 3 NPO (1 NPO[a]), 1 NGS, 1 UNV
Aviation Safety Unit
(5 posts)
1 P-4, 2 P-3,[a] 4 FS (1 FS[a]), 2 NGS
Supply Chain Management
(4 posts)
1 D-1,[c] 1 P-3,[a] 1 FS,[c] 1 NGS[a]
Centralized Acquisition Unit
(9 posts)
1 P-4,[c] 4 FS,[a] 3 NGS,[a] 1 NPO[a]
Movement Control Section
(81 posts)
1 P-5, 1 P-4,[c] 1 P-3,[a] 21 FS (4 FS[a]),
45 NGS (6 NGS[a]), 12 UNV (1 UNV[a])
Procurement Section
(29 posts)
1 P-5, 1 P-4, 3 P-3, [c] FS, 6 NPO, 9 NGS,
2 UNV
Property Management Section
(13 posts)
1 P-4,[c] 2 P-3, 4 FS, 6 NGS
Life Support Unit
(35 posts)
1 P-4,[c] 2 P-3,[c] 11 FS,[a] 1 [c] NGS (1 NGS,[a]
16 NGS[a]), 4 UNV (1 UNV,[a] 3 UNV[a])
Central Warehouse Unit
(63 posts)
1 P-5,[c] 2 P-3,[c] 16 FS (14 FS,[a] 2 FS[a]),
35 NGS (4 NGS,[a] 25 NGS,[b] 6 NGS[a]),
9 UNV (8 UNV,[a] 1 UNV[a])
Occupational Health and Safety Unit
(3 posts)
1 P-4,[c] 1 FS,[a] 1 NGS[a]
Welfare Unit
([c] posts)
1 P-3,[c] 3 NPO,[a] 1 NGS,[a] 2 UNV[a]
Claims Unit
([c] posts)
1 P-3, 2 FS, 3 NGS, 1 UNV
Records and Archives Unit
(5 posts)
1 P-3, 1 FS, 1 NGS
Office of the Chief of Service Delivery
(6 posts)
1 D-1, 1 P-5, 1 P-3, 2 FS, 1 NGS
Office of the Deputy Director of Mission Support
([c] posts)[a]
1 D-1, 1 P-4, 2 NGS, 1 UNV, 1 P-2,[c] 1 FS[a]
Joint Mission Support Centre
(44 posts)
1 P-5, 4 P-4 (1 P-4[a]), [c] P-3 (5 P-3[a]),
14 FS (3 FS[a]), [c] NGS, 11 UNV (3 UNV[a])
United Nations Volunteer Support Unit
(4 posts)
1 NPO, 1 NGS, 2 UNV
Integrated Mission Training Centre
(11 posts)
1 P-4, 2 P-3, 1 FS, 2 NPO, 4 NGS,
1 UNV
Human Resources Section
(48 posts)
1 P-5, 2 P-4 (1 P-4[a]), 4 P-3, 17 FS, 2 NPO,
19 NGS, 3 UNV
Budget and Finance Section
(26 posts)
1 P-5, 2 P-4, 3 P-3, 9 FS, 1 NGS, 3 UNV
Contract Management Section
([c] posts)
1 P-4, 2 P-3, 1 FS, 2 NPO, 1 NGS
Regional Mission Support Offices
(16 posts)
Gao — 1 P-5, 1 NGS, 1 UNV
Timbuktu — 1 P-5, 1 NGS, 1 UNV
Kidal — 1 P-5, 1 NGS, 1 UNV
Mopti — 1 P-5,[c] 1 FS, 1 NGS, 1 UNV[a]
Tessalit — 1 FS, 1 NGS
Menaka — 1 P-5[a]
Aviation Section
(111 posts)
1 P-5, 5 P-4 (2 P-4[a]), 10 P-3, [c] P-2,
61 FS ([c] FS[a]), 27 NGS
Engineering Section
(133 posts)
1 P-5, 6 P-4 (4 P-4[a]), 6 P-3, 29 FS (3 FS[a]),
13 NPO (1 NPO[a]), 72 NGS (31 NGS[a]), 5 UNV
Medical Services and Staff Counselling Section
(59 posts)
1 P-5, 2 P-4, [c] P-3 (1 P-3[a]), 5 FS, 7 NPO,
24 NGS, 13 UNV
Geospatial Information and Telecommunications Technology Section (GITTS)
(99 posts)
1 P-5, 1 P-4, 4 P-3 (1 P-3[a]), 1 P-2,[c] 37 FS,
46 NGS, 8 UNV
Transport Section
(111 posts)
1 P-4, 25 FS (5 FS[a]), 2 NPO, [c] NGS,
5 UNV (1 UNV[a])
Central Passenger Booking Unit
([c] posts)
2 FS,[a] 4 NGS,[a] 1 UNV[a]

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

[a] New post.

[b] Redeployment.

[c] Reassignment.

[d] Reclassification.

[e] Positions funded under general temporary assistance.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

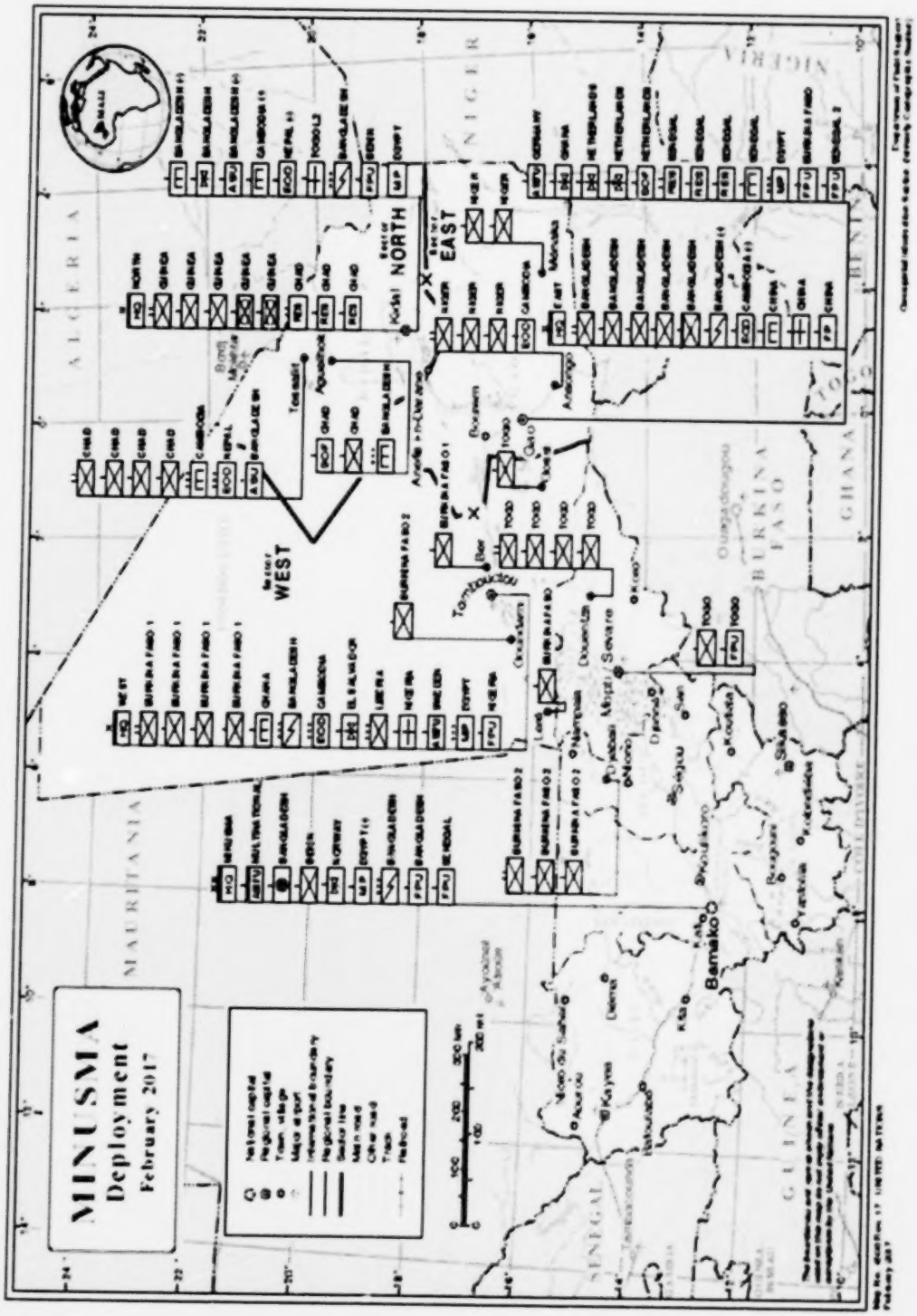
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Peace, security and national reconciliation Budget: United Nations Children's Fund (UNICEF): $35,217,875 (2017 and 2018); United Nations Development Programme (UNDP): $2.3 million (2017); $2.4 million (2018); International Organization for Migration (IOM): $13,984,807 (2018)	1. Peace and stabilization are ensured through inclusive political dialogue, reform of the institutions concerned and the promotion of peaceful coexistence and respect for human rights	• 1.1 Explosive risks are reduced through enhanced national and community capacity • 1.2 The security sector is strengthened through the implementation of the national policy on security sector reform, including armed groups • 1.3 The technical, logistical and institutional capacities of the National Commission on Disarmament, Demobilization and Reintegration, and relevant stakeholders are strengthened for the implementation of demobilization and inclusive reintegration (ex-combatants, militias and self-defence groups, communities and vulnerable groups, including children).	• Lead: UNDP and Food and Agriculture Organization of the United Nations (FAO) United Nations partners: UNICEF, United Nations Industrial Development Organization (UNIDO), International Fund for Agricultural Development (IFAD), United Nations Population Fund (UNFPA), World Food Programme (WFP), World Health Organization (WHO), International Labour Organization (ILO), United Nations Human Settlements Programme (UN-Habitat)
	2. Social cohesion is facilitated through transitional justice, inclusive community dialogue, culture and education for peace	• 2.1 The technical capacities of institutions in charge of reconciliation and transitional justice processes and civil society are strengthened to promote reconciliation and the right of victims, including women, to truth, justice and reparation • 2.2 Communities achieve the technical capacity to prevent and manage community conflicts, strengthen social cohesion and create conditions for the return of refugees and internally displaced persons • 2.3 The technical and material capacities of institutions (Ministry of Education, Ministry of Higher Education and Research, students and teachers' unions) are strengthened for the promotion of education in a culture of peace and human rights	

Priorities	Outcomes	Outputs	Lead, partners, mechanism
		• 2.4 Tangible and intangible damaged cultural heritage is rehabilitated, and tools for the promotion of diversity in cultural expressions are developed	
Good governance Budget: UNICEF: $3,477,561 (2017); $586,640 (2018); UNDP: $8,547,577 (2017); $4.5 million (2018); United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women): $2,462,320 (2017); $3 million (2018); IOM: $17.4 million (2017);	3. State, national and local institutions carry out their public service missions more effectively, and non-State actors participate and ensure citizen control in accordance with the principles of good governance and the rule of law	• 3.1 The capacities of the National Assembly and public finance control structures (the Accounts Section of the Supreme Court) are strengthened to improve accountability in the management of public policies • 3.2 The capacities of the State, the electoral management body and community-based organizations are strengthened to improve the credibility of electoral processes and promote greater participation, especially of women and young people • 3.3 The strategies and available action plans are operationalized for the reinforcement of decentralization and the consolidation of local governance • 3.4 The capacity of public institutions (at the national, regional and sectoral levels) for evidence-based planning and programming, monitoring and evaluation and production of comparable and disaggregated statistical data is strengthened • 3.5 Capacities of civil society organizations and the media are strengthened to improve citizen control, the accountability of institutions and the participation of women and young people in public life • 3.6 The functioning of the judicial, penitentiary and anti-impunity bodies is improved throughout the national territory in a reformed legal framework in line with the principles of the rule of law • 3.7 Formal and informal national mechanisms for the promotion and protection of human rights have the institutional and technical capacities to better accomplish their missions in accordance with international standards	• Lead: UNDP United Nations partners: UNICEF, UN-Women, UNFPA, Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Capital Development Fund (UNCDF), IOM

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Access to social services Budget: UNDP: $29,048,945 (2017); $6,808,197 (2018); UN-Women: $1,418,000 (2017); $2 million (2018)	4. Populations, especially women and children, the most vulnerable and those affected by crises, have increased and equitable access to and use of quality basic social services	• 4.1 Women, children and young people, especially the most vulnerable, use an integrated package of quality health services • 4.2 People, especially the most vulnerable, have access to quality HIV and AIDS prevention and care services • 4.3 Mothers and children, especially the most vulnerable or affected by the food and nutrition crises, benefit from a comprehensive package of nutritional interventions at the community and service levels • 4.4 Preschool- and school-age children and young people, particularly the most vulnerable, have access to quality basic education • 4.5 Vulnerable groups (girls, boys and women) are protected against violence, abuse and exploitation and adequately cared for • 4.6 Vulnerable groups benefit from adequate social protection services	• Lead: UNICEF and UNFPA United Nations partners: WHO, WFP, United Nations Education, Scientific and Cultural Organization (UNESCO), Joint United Nations Programme on HIV/AIDS (UNAIDS), UN-Women, FAO, UNHCR, Office for the Coordination of Humanitarian Affairs, UNDP, World Bank
Sustainable growth Budget: UNICEF: $10,176,084 (2017); $10,495,272 (2018); WFP: $23,769,527 (2017); $22,897,587 (2018); WHO: $230,000 (2018); UNDP: $11,664,830 (2017); $16,298,207 (2018)	5. Disadvantaged populations, particularly women and young people, benefit from increased productive capacities and opportunities in a healthy and sustainable environment conducive to poverty reduction	• 5.1 Disadvantaged populations and family farms benefit from technical skills, income-generating capabilities and activities to improve food and nutrition security • 5.2 State structures, the private sector, the diaspora and civil society have technical skills and means to improve productive and commercial capacities to promote green and inclusive growth • 5.3 The implementation of national policies for job creation and women's entrepreneurship promotes better socioeconomic integration of young people and women • 5.4 Vulnerable populations have a better living environment as a result of sustainable access to water and adequate sanitation	• Lead: UNDP and FAO United Nations partners: UNICEF, UNIDO, IFAD, UNFPA, WFP, WHO, ILO, UN-Habitat, United Nations Environment Programme, UNCDF, UN-Women

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• 5.5 The resilience of populations to climate change is reinforced by the implementation of policies to promote the increased use of new and renewable energies, energy efficiency through adaptation to climate change and disaster risk reduction • 5.6 People and other actors affected by desertification and deforestation have increased capacity to manage natural resources sustainably and protect biodiversity and ecosystems	

Map


MINUSMA
Deployment
February 2017
ALGERIA
MAURITANIA
NIGER
BURKINA FASO
GHANA
GUINEA
SENEGAL
NIGERIA
BENIN
Bamako
Kidal
Gao
Timbuktu
Mopti
Ber
Aguelhok
Tessalit
Ansongo
Menaka
Douentza
Diabaly
Niono
Segou
Sikasso
Koutiala
Kayes
Nioro du Sahel
Nara
Dire
Goundam
Tombouctou
Ogossagou
Dogo
Boulkessi
Mondoro
Nampala
Dioura
Youwarou
Djenne
Bandiagara
Douentza
Ber
Aguelhok
Tessalit
Ansongo
Menaka
Gao
Kidal
Timbuktu
Goundam
Tombouctou
Mopti
Segou
Sikasso
Koutiala
Kayes
Bamako
WEST
NORTH
EAST
National capital
Regional capital
Town, village
Major airport
International boundary
Regional boundary
Disputed line
Main road
Other road
Track
Railroad
0
100
200
300 km
100
200
300 mi